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Summary record of the 45th meeting
Held at Headquarters, New York, on Friday, 8 June 2018, at 3 p.m.

Chair: Ms. O'Brien (Vice-Chair) ..... (Ireland)
Chair of the Advisory Committee on Administrative and Budgetary Questions: Mr. Ruiz Massieu

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In the absence of Mr. Tommo Monthe (Cameroon), Ms. O'Brien (Ireland), Vice-Chair, took the Chair.

The meeting was called to order at 3.10 p.m.

Agenda item 134: Review of the efficiency of the administrative and financial functioning of the United Nations (*continued*)

Accountability system in the United Nations Secretariat (A/72/773 and A/72/885)

1. **Mr. Saunders** (Assistant Secretary-General for Central Support Services), introducing the Secretary-General's seventh progress report on the accountability system in the United Nations Secretariat: strengthening the accountability system of the Secretariat under the new management paradigm (A/72/773), said that the first part of the report provided an update on the action taken to strengthen the accountability system over the previous year, including establishing the principles of the leadership framework for the United Nations System Chief Executives Board for Coordination (CEB), strengthening the whistle-blower protection policy, instituting special measures to combat sexual exploitation and abuse, acting to combat sexual harassment, and carrying out a fraud and corruption risk assessment. In the second part, the Secretary-General explained the ways in which the strengthened accountability system would support his proposed management paradigm, under which greater authority would be delegated to managers to enable them to determine how best to use resources to implement programmes and fulfil mandates. To complement the greater delegation of authority, management rules, policies and procedures would be simplified and streamlined, administrative guidance would be disseminated, and training, support, monitoring and accountability mechanisms would be established. Under the "three lines of defence" model described in the report, essential roles and responsibilities in risk management and internal controls would be clarified and risk management systems would be improved. The model was aligned with the overall objective of the management reforms and was designed to help the Organization fulfil its mandates and ensure that resources were used effectively.

2. The first line of defence would be the Organization's operational managers. They would be responsible for managing risks and maintaining effective internal controls in addition to implementing their programmes of work. The second line of defence would be the Business Transformation and Accountability Division of the proposed Department of Management Strategy, Policy and Compliance. It would strengthen accountability systems to foster a results-based culture and proactive risk management, and would guide and support managers in using the authority delegated to them.

3. For example, the Division would monitor the segregation of duties in such areas as procurement, to reduce the risk of errors and irregularities and ensure that no single individual controlled all phases of a decision or transaction that involved the Organization's resources. Such segregation was carefully respected in the reform proposals; for example, the Secretary-General proposed that supply chain management, including procurement, should be the responsibility of the Department for Operational Support, while the Business Accountability Division should review and provide advice on the award of contracts. The separation of those functions, both of which were currently performed in the Department of Management, would maintain decision-making independence, reinforce internal controls and avoid conflicts of interest. The Division would review the findings and recommendations of oversight bodies, monitor the implementation of such recommendations and support self-evaluation by managers to improve planning and decision-making. It would use Umoja and other enterprise solutions to provide real-time information to senior managers and other stakeholders through data analysis, and would conduct management reviews and quality assurance in a cycle of continuous improvement. The Secretary-General's proposed reforms were intended to direct the efforts of staff towards achieving the Organization's objectives and goals through results-based management. An action plan for the implementation of results-based management was contained in annex II to the report.

4. The third line of defence comprised the Office of Internal Oversight Services, the Organization's internal oversight body, together with the Board of Auditors, the Joint Inspection Unit and the Independent Audit Advisory Committee, which provided external, independent assurance to the General Assembly. The accountability system had evolved gradually, and the Secretary-General wished to integrate each of its components into a system that conveyed to all staff the Organization's expectations in terms of conduct, performance and efficient management. Annex I to the report contained an updated description of the accountability system, including the additions made since the Secretary-General's report on the matter at the sixty-fourth session (A/64/640) and the elements proposed under the Secretary-General's current management reform. The updated system would be the basis for global accountability guidance that would

clearly articulate what those components were and how the accountability mechanisms fitted together and related to each other. That would enable managers and staff to discharge their responsibilities in an informed, responsible manner and be held accountable for their actions and decisions.

5. **Mr. Ruiz Massieu** (Chair of the Advisory Committee on Administrative and Budgetary Questions), introducing the related report of the Advisory Committee (A/72/885), said that the General Assembly, in successive resolutions referring to the accountability framework, had made a number of requests for information that the Secretary-General's report had failed to address specifically. The Advisory Committee called for the inclusion in future reports of information on the implementation of the anti-fraud and anti-corruption framework; a specific anti-fraud policy related to implementing partners; the policy on protection against retaliation, including case statistics; and the indicators measured by senior managers' compacts. The Advisory Committee attached great importance to the adoption of a system-wide definition of fraud and presumptive fraud, and to progress in the fraud and corruption risk assessment, pursuant to General Assembly resolution 71/283.

6. With regard to the Secretary-General's proposals for strengthening the accountability system of the Secretariat under the new management paradigm, the Advisory Committee had observed a tendency to outline a framework for the proposed changes without exploring the detail of those changes, including the ways in which they would be operationalized. The Advisory Committee trusted that the next report on the matter would provide the General Assembly with more information on how the accountability system would be adapted to the proposed management reform; on the impact of the streamlining and simplification of the accountability policy framework on internal control and the delegation of authority; and on the proposed changes to the Financial Regulations and Rules and the Staff Regulations and Rules of the United Nations.

7. With regard to the "three lines of defence" model, the Advisory Committee welcomed the Secretary-General's intention to make risk management an integral part of Secretariat entities' responsibility for day-to-day management of their operational activities. It trusted that the next report would include further details on the practical application of the model, and information on improvements in the operational effectiveness of the entities in question and in the accountability of individual managers. With regard to the proposals regarding delegation of authority, the Advisory Committee felt that a clearer understanding could be promoted by providing, for key personnel, sample matrices of typical key functions and comparisons of current and envisaged delegation of authority. The General Assembly should be provided with assurance that the requisite safeguards were in place to ensure responsible exercise of the delegation of authority and stewardship of resources. With regard to the proposed statement of internal control, the Assembly should be further informed of the significance of the statement and how it would be operationalized and used as an instrument of accountability. The Advisory Committee recommended that the Assembly should request the Secretary-General to improve the effectiveness of senior managers' compacts as an instrument of accountability, and to provide in his next report information on measures to further strengthen the compact system.

8. The Secretary-General's annual progress reports on the accountability system mostly provided descriptions of administrative policies, procedures and tools, and did not regularly contain information on the mechanisms for monitoring and reporting on the application of those measures, the related indicators and performance data, or an analysis of the measures' effectiveness in strengthening accountability. The reports should provide an overview of the status of accountability in the Secretariat, with key performance indicators and supporting statistical information, and an analysis of the impact of the application of specific accountability measures.

9. **Ms. Baumann** (Switzerland), speaking also on behalf of Liechtenstein, expressed full support for the Secretary-General's vision for management reform and his proposal to shift the management paradigm. As the General Assembly, in its resolution 72/266, had emphasized that accountability was a central principle of management reform, she welcomed the proposal to make the accountability system more robust and effective, with comprehensive, transparent reporting to the Assembly. Responsibility, authority and the related functions should be aligned, and roles and responsibilities should be clarified. The managers responsible for fulfilling the Organization's mandates must have more authority delegated to them, and must be held accountable for their decisions, performance and conduct. They should receive support to ensure that they had the tools and ability to exercise that delegation of authority in a responsible and accountable way. The two delegations concurred with the view of the Advisory Committee that the next progress report should provide further information on the steps to be taken in that regard. A performance monitoring and compliance function should be introduced to assess how far the

Organization's operations were aligned with the internal control system and the best practices applicable to the Secretariat's business processes, and to improve transparency and accountability. A strong, transparent performance management system was essential to a more accountable, effective and efficient United Nations. Risk management was also essential to a strong accountability system. The Secretary-General should include in his future progress reports details of the measures taken to mitigate the risks identified in the recently established Fraud and Corruption Risk Register.

10. **Ms. DiGiacomo** (United States of America) said that her delegation acknowledged the Secretariat's initiatives to improve the policy on protection against retaliation and review the anti-fraud and anti-corruption framework. She would seek further information regarding the ways in which the proposed Department of Management Strategy, Policy and Compliance would ingrain enterprise risk management, which was essential to accountability, in the Organization's culture, and help address and mitigate risk.

11. The Secretary-General's progress report on the accountability system at the current session was linked to his proposal to shift the management paradigm. The Committee must take account of those links in its discussions, particularly in such areas as the delegation of authority. As her delegation had noted during the discussion of management reform at the 43rd meeting of the Committee (see A/C.5/72/SR.43), the status quo was not an option, since the Organization's fragmented nature and inefficient accountability systems were unsustainable. While the management reform and efforts to strengthen accountability were linked, an effective accountability system was essential to the successful management of the Secretariat, which must therefore strengthen organizational accountability, irrespective of any decision taken by the General Assembly on management reform. As the accountability system was related to many aspects of the Organization's management responsibilities, from senior managers' compacts to results-based management, her delegation agreed with the view of the Advisory Committee that future progress reports should provide more complete information on the overall status of accountability in the Secretariat, including benchmarks and data to substantiate the results of accountability initiatives. She hoped that the Committee would be able to discuss all aspects of the report sufficiently within the limited time remaining in the current session.

12. **Mr. Imada** (Japan) said that Japan attached great importance to enhancing the accountability and transparency of the Organization, since the Secretariat was funded by taxpayers. That consideration was of critical importance, particularly at a time of structural reform of the Secretariat. His delegation called for clear accountability to be made a primary goal of the reform initiative, which it fully supported, and for the same clear accountability to be maintained throughout the implementation of the initiative. The current accountability system had been launched following the issuance of the report of the Independent Inquiry Committee into the Oil-for-Food Programme in 2005, which had found that weak segregation of duties had resulted in bribery being tolerated in the Procurement Division in the Secretariat.

13. His delegation was aware that some Member States questioned the advisability of holding the Secretariat accountable for misconduct, including sexual misconduct, committed in the performance of functions by entities outside the Secretariat, including United Nations funds and programmes, and non-governmental organizations. Japan took the view that that approach was indeed justified when activities were being funded from Member States' assessed contributions.

14. It was the understanding of his delegation that the remit of the Office of Internal Oversight Services covered the Secretariat's arrangements with the entities that received funding from it. Japan favoured the establishment of a genuine framework to hold each part of the Secretariat accountable for the performance by non-Secretariat entities of activities funded through transfers from the regular budget. Should cases of misconduct arise in relation to such activities, those responsible for the transfers should be held to account.

15. **Mr. Gao** Huijun (China) said that the accountability system, the fundamental principles of which were laid down in the Charter, guaranteed the effective operation and management of the United Nations. Over the years, the Secretariat had established systems and norms to ensure the fulfilment of mandates and the effective operation of the Organization. In view of emerging trends and challenges, the accountability system of the United Nations, the most universal, representative and authoritative intergovernmental organization, must be continuously improved. Since the General Assembly had emphasized that accountability was a central principle of management reform, a stronger accountability system was essential to the success of the various ongoing reforms.

16. China supported the Secretary-General's efforts to fulfil mandates as the executive head of the Organization; he must be accountable to Member States

in the performance of his functions. Strategic frameworks and budget deliberations were among the vehicles for achieving such accountability. The supervision of accountability by the Fifth Committee and the Committee on Programme and Coordination must be strengthened rather than circumvented. The current management reform proposals involved restructuring and greater delegation of authority, and the Secretariat's internal accountability system should be improved accordingly in a timely fashion.

17. China welcomed the proposed "three lines of defence" model and the establishment of the Business Transformation and Accountability Division as the start of the strengthening of the accountability system. The Board of Auditors also supported the reforms, but much remained to be done. The management culture must be improved, the oversight and policy framework must be reviewed, detailed arrangements for the delegation of authority must be developed, the Secretariat's rules and regulations must be revised, internal control must be enhanced, staff performance assessments and the related incentives and sanctions must be refined, and higher standards of ethics must be promoted. His delegation requested clarification regarding what the Advisory Committee had described as inconsistent monitoring, follow-up and reporting relating to the tracking and implementation of General Assembly resolutions on the accountability system.

The meeting rose at 3.40 p.m.

United Nations A/C.5/72/SR.46

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Fifth Committee

Summary record of the 46th meeting
Held at Headquarters, New York, on Tuesday, 19 June 2018, at 10 a.m.

Chair: Mr. Tommo Monthe ..... (Cameroon)
Chair of the Advisory Committee on Administrative and Budgetary Questions: Mr. Ruiz Massieu

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The meeting was called to order at 10.05 a.m.

Agenda item 136: Programme budget for the biennium 2018–2019 (*continued*)

Global service delivery model for the United Nations Secretariat (A/72/7/Add.50, A/72/801 and A/72/801/Add.1/Rev.1)

Agenda item 142: Joint Inspection Unit (*continued*) (A/72/299 and A/72/299/Add.1)

1. **Mr. Saunders** (Assistant Secretary-General for Central Support Services), introducing the report of the Secretary-General on the global service delivery model for the United Nations Secretariat (A/72/801 and A/72/801/Add.1/Rev.1), submitted pursuant to General Assembly resolution 71/272, said that, just as the Umoja enterprise resource planning system had standardized and automated business processes, the global service delivery model would lead to the consolidation within and across duty stations of fragmented administrative structures by integrating location-independent administrative functions into a small number of global shared service centres, with the goal of improving service delivery across the Secretariat. The model would enable consistent and scalable service provision, the achievement of economies of scale, and the reduction of the Organization's footprint in higher-cost and higher-risk duty stations. It would also facilitate the provision of nimble, effective and efficient Secretariat support for normative and operational activities.

2. By ensuring the delivery of high-quality, timely and cost-effective administrative support services to all clients, the global service delivery model would enable the reduction of programme managers' administrative workload, and thus enable them to devote greater attention to mandated strategic priorities. The Department of Management and the Department of Field Support had worked closely together, and with other Secretariat departments and offices, in developing the model, which was fully aligned with the redesigned organizational architecture and operating framework underpinning the Secretary-General's proposed management reform. The development of the global service delivery model had been shaped by the guidance of the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, oversight bodies, lessons learned from the implementation and use of shared services within the Secretariat and the United Nations system, and the experience of similar initiatives in the public sector.

3. In selecting the number and distribution of future shared service centres, various configurations and scenarios had been considered, taking into account the services proposed for consolidation in 2019 and the potential future integration of other services. Subject to the decisions to be taken by the General Assembly, implementation of the model would begin in 2019. The global shared service centres would be established using a phased approach underpinned by a clear transition plan and roll-out sequence to minimize disruption and mitigate operational risks associated with the transition to the centres. To make the Organization fit for purpose, efforts must be made to address the fragmentation of service delivery, which had resulted in blurred accountability lines, inconsistent service provision and inefficiencies, and a suboptimal client experience.

4. **Mr. Ruiz Massieu** (Chair of the Advisory Committee on Administrative and Budgetary Questions), introducing the related report of the Advisory Committee (A/72/7/Add.50), said that the Advisory Committee reaffirmed the continued importance of a global service delivery model for the United Nations Secretariat. During the first phase of implementation of the model, the Secretary-General proposed to establish three global shared service centres in Europe, Africa and the Americas for the performance of 60 transactional administrative processes. According to the Secretary-General, the proposed approach would support business continuity and ensure time zone coverage using a "follow-the-sun" workflow model, whereby certain transactions were processed and passed between shared service centres in different time zones to increase responsiveness and reduce delays.

5. Considering that only eight of the processes to be handled by the centres were time-sensitive, the Advisory Committee was not fully convinced of the need for a "follow-the-sun" workflow model. Taking into account the workload and the nature of the processes to be covered, the Advisory Committee considered that two global shared service centres would be able to perform the required functions, ensure business continuity and meet clients' needs. It therefore recommended that the General Assembly should request the Secretary-General to submit, for consideration at the main part of its seventy-third session, a new proposal for the establishment of two global shared service centres, at least one of which should be located in Africa, given the heavy workload, and the number of United Nations personnel, in the region. The Assembly might also wish to consider providing the Secretary-General with additional guidance for the development of the new proposal, including on any relevant criteria to be applied. In addition, in view of the significant expected workload in French owing to the number of staff in French-speaking countries, the Advisory Committee considered that the new proposal should ensure the

availability of adequate support for French-speaking staff.

6. Noting that the proposed budget for the global service delivery model for the biennium 2018–2019 presented in the revised addendum to the Secretary-General's report (A/72/801/Add.1/Rev.1) reflected higher costs and lower savings than the proposal presented in the original report (A/72/801), the Advisory Committee emphasized that the refined proposal recommended for submission at the General Assembly's seventy-third session should clearly reflect increased efficiencies and cost savings and that the proposed staffing of the shared service centres should be reviewed. Moreover, the Advisory Committee stressed that the Secretariat should continue its close engagement with Member States, including potential and current host countries of United Nations offices that might be affected by the implementation of the global service delivery model.

7. **Mr. Kramer** (Chair, Joint Inspection Unit), speaking via video link from Geneva to introduce the report of the Joint Inspection Unit (JIU) on administrative support services: the role of service centres in redesigning administrative service delivery (A/72/299), said that the report focused on the experience of seven United Nations system organizations in developing multifunctional global shared service centres for administrative support services. Specifically, it covered the centres in Budapest established by the Food and Agriculture Organization of the United Nations (FAO), the Office of the United Nations High Commissioner for Refugees and the United Nations Children's Fund; the centres in Copenhagen and Kuala Lumpur established by the United Nations Development Programme ; the centre in Bangkok established by the United Nations Office for Project Services; the centre in Kuala Lumpur established by the World Health Organization; and a project initiated by the World Food Programme to establish a centre, which it had ultimately decided not to complete. The report also focused on the experience of the United Nations Secretariat in developing the Regional Service Centre in Entebbe to support peace operations. In the context of the report, the term "shared services" referred to the consolidation of service delivery from multiple into fewer units or one unit within an organization; it did not inherently refer to inter-agency sharing, which was not a feature of any of the centres covered.

8. The report addressed the causes of the momentum for change that had led to the establishment of the shared service centres, as well as the experience of the organizations covered in the report with regard to developing business cases and cost-benefit analyses; selecting locations; realizing benefits; defining governance arrangements; measuring performance; and addressing issues encountered in the areas of change management and human resources management. One key insight gained was that the development of a multifunctional global shared service centre could not be viewed merely as a short-term technical project, but should instead be approached as a long-term business transformation initiative requiring resources and time, particularly given the desirability of expanding the scope of location-independent functions performed by service centres after their initial establishment. There was thus a need for committed support from the most senior levels of the organization; appropriate governance arrangements providing for operational autonomy; and modern tools for managing relationships with the users of the services provided, soliciting feedback and carrying out the business analytics functions necessary to support future improvements.

9. Strong business cases, underpinned by a broad range of objectives and criteria for measuring success, were required for the establishment of global shared service centres. While the main motivation for change in the organizations covered by the report had been the pursuit of cost savings, other motivations, such as improvement of service quality and error and risk reduction, had also been cited. For example, the establishment of the Regional Service Centre in Entebbe had been proposed partly to reduce the footprint of peacekeeping missions and the number of civilian staff in hazardous locations. In preparing business cases, organizations often tended to conflate the concepts of process optimization, process standardization and relocation to low-cost venues. Executive heads and legislative bodies must distinguish among them so that relocation was not misunderstood as being a precondition for improvements in the other two areas. In that connection, common assumptions must be tested rigorously in developing business cases. For example, after establishing shared service centres in Santiago, Bangkok and Budapest on the basis of the perceived need for full time-zone coverage, FAO had realized that its standard turnaround time for the delivery of administrative services was 24 hours, which had rendered the argument for such coverage less relevant. Similarly, in assessing the benefits of a single versus multiple shared service centres, UNICEF had concluded that multiple centres were neither the only nor the most effective means of meeting language, time zone coverage and business continuity needs. Benefits realization plans that set out responsibility for actively managing benefits realization were also required. In addition, adequate baseline information on performance

indicators such as service quality and customer satisfaction was needed to improve reporting on benefits realized.

10. Labour arbitrage was an important consideration in establishing shared service centres. While the salary differentials, in particular for local staff, between Budapest, Kuala Lumpur and Bangkok and the originating locations of Rome, Geneva, New York and Copenhagen had been sustained over time and remained significant, it could not be concluded that the total savings realized from the establishment of the shared service centres were equivalent to the sum of the differences in staff costs, as not all costs incurred were known or systematically tracked. In addition, operating shared service centres presented specific challenges in the area of human resources management. Managing such centres required skills not commonly found in United Nations system organizations; local staff turnover rates were high in some locations; the United Nations staff contractual framework lacked the flexibility to address staffing challenges effectively in dynamic labour markets and did not provide for pension portability, which was problematic for staff not making a career in the service centres; international staff often did not view service centre work as conducive to professional advancement; and, in locations such as Malaysia and Hungary, the low post adjustment was a disincentive for international staff who had expenses abroad. In recommendation 5, JIU encouraged the General Assembly to reconsider some of the policies governing National Professional Officer posts in order to address the needs of shared service centres for locally-recruited professional expertise to perform functions not limited to national content or nationality.

11. The standards and performance management framework for United Nations system service centres, underpinned by service level agreements and key performance indicators, remained weak. In particular, key performance indicators should be revised, drawing on real-world points of reference. In recommendation 4, JIU focused on ensuring accountability to, and oversight by, legislative bodies, with the understanding that the extent of such bodies' engagement in decisions to establish service centres and their methods of tracking results varied depending on the specific terms agreed between the legislative body and the executive head of the relevant organization.

12. **The Chair** drew attention to the note by the Secretary-General transmitting his comments and those of the United Nations System Chief Executives Board for Coordination (CEB) on the report of JIU (A/72/299/Add.1), as well as an introductory statement by CEB, to be posted on the Fifth Committee's website.

13. **Mr. Ahmed** (Egypt), speaking on behalf of the Group of 77 and China, noted with concern the introduction of the matters before the Committee nearly three weeks after the official deadline for the completion of its work at the current part of the resumed session of the General Assembly. Given the main focus of the second part of the resumed session on peacekeeping and other matters with immediate financial implications, including the review of the rates of reimbursement for troop-contributing countries, the Group expected the Committee to conclude all discussions on those matters within the next several days, in order to ensure that due attention was given to other equally complex agenda items. While the Group had demonstrated flexibility at the current part of the resumed session, discipline in ensuring the timely conclusion of the Committee's work, which required the timely submission of information and documents, must be maintained.

14. The Group would carefully examine the report of the Secretary-General (A/72/801 and A/72/801/Add.1/Rev.1) and the report of the Advisory Committee (A/72/7/Add.50) on the global service delivery model to determine how they responded to the requests and guidelines set out in relevant General Assembly resolutions and how the Secretary-General's proposals would improve service delivery and outcomes.

15. **Mr. De Preter** (Observer for the European Union), speaking also on behalf of the candidate countries Albania, Montenegro, Serbia, the former Yugoslav Republic of Macedonia and Turkey; the stabilization and association process country Bosnia and Herzegovina; and, in addition, Georgia and the Republic of Moldova, said that the service and support processes of the United Nations should be simplified to enable the Organization to respond to contemporary challenges in a flexible and agile manner. He commended the Secretary-General for presenting proposals that clearly outlined the objectives of the global service delivery model.

16. The States members of the European Union and the other countries on whose behalf he was speaking supported the goal of creating a truly global Secretariat that was better able to fulfil its mandates and was supported by administrative services providing what was needed, when needed and where needed. The global service delivery model would be essential to draw together different United Nations reform processes, create synergies and ensure better, faster and more efficient service delivery with benefits that could be demonstrated in quality and quantity terms. The global service delivery model and Umoja would clearly be mutually reinforcing: while Umoja had standardized and automated business processes, the model would

consolidate currently fragmented administrative structures within and across duty stations. The global service delivery model was key to unlocking the real benefits of Umoja.

17. The overall objective of establishing the global service delivery model was to increase efficiencies and make cost savings in order to enable the concentration of resources on substantive, front-line activities, making the Organization leaner and more effective, which, in turn, would improve the quality of mandate implementation while releasing funds that could represent considerable efficiency gains. His delegation and the other delegations on whose behalf he was speaking would examine the Secretary-General's proposals and the related observations and recommendations of the Advisory Committee with a view to addressing the Fifth Committee's outstanding questions and concerns. He concluded by reiterating the need to maintain momentum to ensure the timely implementation of all the Secretary-General's management reform proposals.

18. **Ms. Baumann** (Switzerland), speaking also on behalf of Liechtenstein, said that the two delegations supported the Secretary-General's vision for management reform, as well as his overall vision for the development of a global service delivery model. Given the model's potentially far-reaching consequences for the Organization, host countries and staff, the related proposal must provide a solid basis for discussion. In its current form, however, the Secretary-General's proposal raised a number of questions that the Committee might not be able to address in detail at the current part of the resumed session, given the time constraints it faced. Consequently, should the Secretary-General decide to follow the Advisory Committee's recommendation to submit a refined proposal for consideration at the main part of the seventy-third session, that proposal should provide a more detailed explanation of the benefits of establishing shared service centres in the locations proposed in his report (A/72/801 and A/72/801/Add.1/Rev.1). The Secretary-General should also keep current and potential future host countries informed of developments relating to the global service delivery model.

19. **Ms. Norman-Chalet** (United States of America) said that the global service delivery model, an essential part of the United Nations reform agenda, should be leveraged to enhance service delivery by consolidating and standardizing transactional functions and transferring them to more cost-effective locations.

20. She recalled that, in its resolution 70/248, the General Assembly had endorsed the global service delivery model, which had been made possible by transformational management initiatives such as Umoja. If implemented properly, the model could modernize the Organization's business practices by moving location-independent administrative functions out of high-cost duty stations. While recognizing the need to introduce the model in a phased manner, her delegation agreed with the Advisory Committee that the Secretary-General should increase the number of processes proposed for relocation to shared service centres during the first phase of implementation. Shared service centres must be centres of excellence, enabling staff to carry out administrative tasks more efficiently, as a result of which fewer staff should be required. Any refined proposal for the implementation of the global service delivery model must provide for increased efficiencies and for the migration of all location-independent processes to shared service centres. In addition, shared service centre locations should be chosen on the basis of transparent and objective criteria, with effectiveness and efficiency as guiding priorities.

21. **Mr. Sandoval Mendiolea** (Mexico) said that the Secretary-General's proposal to implement a global service delivery model by establishing shared service centres throughout the world would help decentralize the Organization's support services, improve the Secretariat's efficiency, functioning and response capacity, and, with the right equipment and staffing, enable more agile mandate implementation. The global service delivery model was also a key component of Secretary-General's initiatives to restructure the United Nations development system, strengthen the Organization's peace and security pillar, and reform Secretariat management. His delegation was confident that the decisions to be taken by the Committee at the current part of the resumed session would contribute to a more efficient, effective and modern Organization.

22. He noted with appreciation that Mexico City was among the proposed locations for the establishment of shared service centres. With cutting-edge technological services at competitive prices, first-rate logistical facilities, and global transportation, Mexico City offered a number of comparative advantages for the Organization, including significant potential cost savings. His delegation agreed with the Advisory Committee that any revised proposal for the implementation of the global service delivery model should result in increased efficiencies and cost savings from the consolidation and decentralization of Secretariat services; the establishment of a shared service centre in Mexico City would provide clear and immediate benefits in that regard.

23. His delegation stood ready to adopt a technically sound approach to implementing the global service delivery model that was satisfactory to the Fifth Committee. Mexico also supported the promotion of multilingualism in the work of the United Nations, emphasizing that Spanish was the second most widely spoken language in the world and a critical language within the Organization. He concluded by calling for the swift conclusion of the Committee's negotiations at the current part of the resumed session.

24. **Mr. Ayebare** (Uganda) said that the global service delivery model was closely linked to the Secretary-General's proposed management reforms. The concept of shared services had been previously introduced within the Organization in 2010 as part of the five-year global field support strategy launched by the Department of Field Support, which had provided for the delivery of shared services to field missions from the United Nations Logistics Base at Brindisi, Italy and the Regional Service Centre in Entebbe. In its resolution 69/307, the General Assembly had welcomed the results achieved under the global field support strategy, and, in its report on the framework for a global service delivery model of the United Nations Secretariat (A/70/323), the Secretary-General had indicated that the experience of the global field support strategy would be used as a point of reference in developing the global service delivery model. In that regard, his delegation would have expected the scope of services included in the Secretary-General's current proposal for the global service delivery model to cover the full range of administrative services, as well as global logistical support and information and communications technology services, all of which were currently being delivered by the United Nations Logistics Base at Brindisi, Italy and the Regional Service Centre in Entebbe. His delegation also wished to know how the functions of the Regional Procurement Office in Entebbe, which had been established as a regular office within the Procurement Division of the Secretariat in accordance with General Assembly resolution 69/273, had been taken into account in the Secretary-General's current report (A/72/801 and A/72/801/Add.1/Rev.1).

25. He recalled that the proposal set out in the Secretary-General's report on the framework for a global service delivery model of the United Nations Secretariat (A/70/323) had laid the foundation for a model that would enable the realization of efficiencies and cost savings while improving service delivery in the field, in particular in peacekeeping missions. However, in his current report, the Secretary-General was requesting Member States to pay $55.9 million in operational costs related to the transition to the shared service centres, as well as $11,462,100 to support the establishment of 324 posts within the proposed Nairobi service centre, at a time when the Organization was expected to do more with less. Furthermore, the report did not indicate the costs expected to arise from the termination of staff contracts owing to the abolition of posts or the reduction of staff or from the payment of compensation to staff subject to separation or termination. Emphasizing that the transfer of posts from one location to another did not constitute reform, he further noted that the implementation of the Secretary-General's proposal would entail the loss of the significant investment already made in the Regional Service Centre in Entebbe.

26. As highlighted by the Secretary-General, disruption of service delivery, in particular to peacekeeping personnel, who accounted for the majority of civilian and military staff within the Secretariat, must be minimized during the transition to the shared service centres. The fact that the Secretary-General's proposal did not include the full scope of administrative services would create technical difficulties for peacekeeping staff as a result of the fragmentation of services across the shared service centres. He concluded by reiterating the commitment of the Government and people of Uganda to ensuring that the Secretariat was efficient, effective and fit for purpose.

27. **Ms. Xue** Ailong (China) said that China supported the Secretary-General's efforts to improve the provision of administrative services by the Secretariat and hoped that he would further refine his proposal for the global service delivery model in order to ensure effective, efficient, lean, transparent and accountable service delivery.

28. The locations for the global shared service centres should be decided through transparent, Member State-led discussions with a view to making cost savings, while taking into account the interests and concerns of relevant parties and regions, the workload in different regions, and the need for geographical representation. The Secretariat should also make information related to the selection of the service centre locations available to Member States in a timely manner in order to ensure their full participation in the evaluation process. In addition, the relationship between the global service delivery model and the existing United Nations regional service centres must be properly considered, given the valuable experience gained from the existing regional service centres. She hoped that the Secretariat would draw on that experience in developing a global service delivery model underpinned by improved business processes, performance evaluation mechanisms, accountability and oversight.

29. **Mr. Imada** (Japan) emphasized the importance of the global service delivery model as an integral part of the Secretary-General's proposed management reform and a means of enhancing the value of Member States' collective investment in the Organization. He looked forward to discussing the Secretary-General's proposal in order to enable the implementation of the model to begin in January 2019, with a view to ensuring tangible improvements in the efficiency of Secretariat management.

30. His delegation agreed with the Advisory Committee's view that the piecemeal submission of revised documents relating to the global service delivery model at the current part of the resumed session had resulted in a lack of clarity with regard to the official documentation before the General Assembly. Japan likewise agreed that, for clarity and ease of reference, the Secretariat should have submitted one consolidated revised or reissued document for the Assembly's consideration. He wished to know why the Secretary-General had reduced the number of proposed shared service centres from four to three since the submission of his original report (A/72/801), as reflected in the revised addendum thereto (A/72/801/Add.1/Rev.1). In particular, the Secretary-General should explain, in an accountable and transparent way, why he had decided not to establish a shared service centre in a certain region, despite his commitment to using a "follow-the-sun" workflow model. The rationale for the decision should be coherent and consistent with the logic underlying the original four-location proposal; should clarify why the number of shared service centres could not be limited to two or one; and should convince Member States that the proposed locations represented the best value for their collective investment.

31. **Ms. Valles** (Philippines) emphasized the importance of the global service delivery model for improving the global delivery of administrative services by the Secretariat and noted the observations and recommendations contained in the Advisory Committee's report (A/72/7/Add.50).

32. Clarification on a number of points made in the Secretary-General's report (A/72/801 and A/72/801/Add.1/Rev.1) was necessary in order to ensure increased efficiencies and cost savings as a result of greater service consolidation. Given the workload and nature of the administrative processes to be covered by the global shared service centres, consideration should be given to whether the three proposed service centres would be sufficient to perform the required functions. Noting the proposed abolition in 2019 of a total of 684 posts and general temporary assistance positions as a result of the implementation of the global service delivery model, she requested specific information on the nationalities of the staff that might be affected, as well as on the timelines for the abolition of the relevant posts in their current locations and for their subsequent establishment in the shared service centres. She further noted that the shared service centres would be funded through a cost-sharing arrangement, according to which resource requirements would be distributed among various funding sources on the basis of workload indicators, which could be updated annually. She requested more detailed information on those workload indicators in order to better evaluate the merits of the proposed cost-sharing arrangement.

33. **Mr. Amayo** (Kenya) said that, drawing on lessons learned and best practices identified from previous reform initiatives within the Secretariat and United Nations agencies, as well as the report of JIU (A/72/299), the Secretary-General had developed a global service delivery model that would consolidate service provision and improve management and human resources administration.

34. The United Nations must be nimble and fit for purpose in order to assist Member States in their efforts to implement the 2030 Agenda for Sustainable Development. The Secretary-General had consistently demonstrated his commitment to advancing reforms that would enable the Organization to effectively manage organizational challenges. Taking into account the views and concerns of Member States in order to ensure broad-based ownership, the Committee must agree on an approach for the implementation of a global service delivery model that would improve service delivery, while guaranteeing accountability and transparency and enhancing mandate fulfilment. Notwithstanding the time constraints faced by the Committee at the current part of the resumed session, sufficient time should be allotted to the discussions on the global service delivery model in the interests of the Organization.

35. As the host of the Nairobi-based United Nations offices, his Government was committed to facilitating the work of the United Nations, as stipulated in its host country agreements with the Organization. He noted with appreciation that Nairobi had been among the proposed shared service centre locations and emphasized his Government's readiness to support effective service provision from the Nairobi centre.

The meeting rose at 11.10 a.m.

United Nations A/C.5/72/SR.47

General Assembly
Seventy-second session

Official Records

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Fifth Committee

Summary record of the 47th meeting
Held at Headquarters, New York, on Wednesday, 20 June 2018, at 10 a.m.

Chair: Mr. Tommo Monthe (Cameroon)
Chair of the Advisory Committee on Administrative and Budgetary Questions: Mr. Ruiz Massieu

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Agenda item 136: Programme budget for the biennium 2018–2019 *(continued)*

Status of implementation of the information and communications technology strategy for the United Nations

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18-10096 (E)

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The meeting was called to order at 10.05 a.m.

Agenda item 136: Programme budget for the biennium 2018–2019 (*continued*)

Status of implementation of the information and communications technology strategy for the United Nations (A/72/7/Add.51, A/72/151 and A/72/755/Rev.1)

1. **Mr. Avan** (Office of Information and Communications Technology), introducing the report of the Secretary-General on the status of implementation of the information and communications technology strategy for the United Nations (A/72/755/Rev.1), said that technology and data were instrumental to the inner workings of the United Nations and critical to programme delivery and the fulfilment of mandates. The information and communications technology (ICT) strategy had established a common vision for ICT delivery in the United Nations through modernization, transformation and innovation, based on a framework of improved governance and an effective balance between central leadership and operational freedom. Significant progress had been made in implementation of the strategy. Spending on ICT had been reduced by approximately $100 million and annual costs had been streamlined, creating efficiencies in ICT services and allowing for more investments in strategic deliverables.

2. A new email system had been deployed globally to 55,000 users, providing for efficiencies in the management of email, uniform security policies and improved collaboration. The Enterprise Application Centres had reduced the number of applications from 2,340 in 2014 to 1,220 in 2017. The Centres were providing technical solutions to support the prevention of sexual exploitation and abuse across the Secretariat. The Enterprise Application Centre in Vienna had developed software that was being used by dozens of Member States to fight organized crime, money-laundering and narcotics trafficking. The Inspira talent and learning management system had been enhanced and key enterprise solutions to support the management of contingent-owned equipment, fuel and rations had also been implemented and enhanced.

3. The Office of Information and Communications Technology had provided support for the deployment of the Umoja enterprise resource planning system through global network harmonization and improved integration. A single global network for one United Nations had been established by interconnecting 594 United Nations locations. The Unite Service Desk provided global, round-the-clock support for Umoja and other enterprise applications. The time to resolve support requests had decreased by 66 per cent; more than 108,000 such requests had been received in 2017.

4. With cyberattacks emerging as a significant threat to the United Nations and its work, the ICT security road map had resulted in more secure enterprise systems and applications in the Secretariat. A mandatory information security awareness course had been developed for staff and authorized ICT users; over 80 per cent of Secretariat users had completed the course by December 2017. In addition, a Digital Blue Helmets team had been established to help protect the United Nations from cyberthreats and promote cybersecurity.

5. Efforts were under way on the United Nations digital agenda, which would leverage technology to facilitate the Organization's work in the areas of peace and security, human rights, international law, social and economic development, and humanitarian affairs. The Office had developed 150 business intelligence reports in all administrative areas and 50 dashboards for administrative and substantive areas. Innovative solutions had been implemented in order to support efforts to achieve the Sustainable Development Goals. Innovation had accelerated with the piloting of Technology Innovation Labs, the exploration of crowdsourcing opportunities and the delivery of technology awareness-raising initiatives.

6. A total of $381.3 million had been approved for ICT under the regular budget for 2018–2019, the same amount as for 2016–2017. ICT resources under the peacekeeping budgets had decreased from a total of $851.9 million during the 2016–2017 biennium to an estimated $747.9 million during the 2018–2019 biennium. Extrabudgetary resources had decreased from $184.9 million for the 2016–2017 biennium to an estimated $181.5 million for the 2018–2019 biennium. Total ICT personnel would decrease from 3,387 in 2015 to an estimated 2,950 by the end of 2018.

7. Strong leadership had been critical to the success of the strategy to date. The Secretary-General's bulletin on the organization of the Office of Information and Communications Technology (ST/SGB/2016/11) laid down the internal policies and procedures for the designation and delegation of authority. The Enterprise Project Management Office ensured that ICT projects and performance were monitored effectively. He was confident that the efforts of the Office of Information and Communications Technology would enable transformation that promoted innovation and a data-driven approach at all levels and that the long-term goal of coherent, reliable and efficient ICT in the United Nations was achievable.

8. **Mr. Bajaj** (Chair of the Audit Operations Committee of the Board of Auditors), introducing the first annual progress report of the Board of Auditors on the implementation of the ICT strategy (A/72/151), said that the report, which had been issued in July 2017, examined the implementation of the strategy in 2015 and 2016. The Secretary-General's bulletin defining the organization of the Office of Information and Communications Technology (ST/SGB/2016/11) had been issued in September 2016, almost two years after the commencement of the five-year strategy.

9. As of February 2017, the delegation of authority and designation of staff members performing significant functions in the Office had not yet been issued. The provision in senior managers' compacts regarding implementation of the strategy was subjective and generic in nature and did not facilitate an objective assessment of senior managers' performance in implementing the strategy. Departments had not yet aligned their business plans to the strategy and continued to operate their own ICT units.

10. The monitoring of projects involved the continuous tracking of physical and financial progress to control time and cost overruns and execute projects efficiently and effectively. While the Secretary-General's first and second reports on the status of implementation of the strategy (A/70/364 and Corr.1 and A/71/400) presented the project timelines and the physical progress achieved, they did not provide details of progress on costs and financing for each of the 20 strategic projects.

11. Policies had not yet been promulgated or revised on important subjects, such as information security, disaster recovery, cloud computing, minimum security for websites, videoconferencing, mobile devices, email services or remote access. A policy compliance function to monitor, measure and report on policy implementation had not yet been put in place. Moreover, a self-regulatory policy compliance function had not yet been fully implemented owing to lack of resources. Although ICT training programmes had been developed, they could not be implemented owing to lack of resources. The funds provided for substantive and technical ICT skills training represented less than 5 per cent of the training requirements projected by the Office of Information and Communications Technology.

12. By the end of 2015, significant progress had been made on implementation of the strategic project for information security across the Secretariat, with 60 per cent of the project completed. However, further progress of only 5 per cent had been achieved in 2016. The limited progress in the areas of network security, classification of information assets and mandatory implementation of minimum requirements for public websites was a matter of concern.

13. While the strategy emphasized that the Office of Information and Communications Technology would oversee and monitor ICT investments to enable more informed decision-making and holistic reporting of global costs, the Office and the Chief Information Technology Officer had had limited involvement in ICT procurement. The strategy required the negotiation of contract discounts using the global purchasing volume of hardware and software licenses. Although the Secretary-General's reports indicated that the Organization negotiated discounts in the areas of infrastructure, externally acquired licenses and related ICT services, the Office had not carried out any analysis of discounts obtained through global outsourcing.

14. Progress in the consolidation of ICT resources was slow; only 3 out of 70 ICT units in the Secretariat had been consolidated as of January 2017.

15. Lastly, he noted that of the 23 recommendations made by the Board previously, 2 had been implemented and 21 were under implementation.

16. **Mr. Ruiz Massieu** (Chair of the Advisory Committee on Administrative and Budgetary Questions), introducing the related report of the Advisory Committee (A/72/7/Add.51), said that it was regrettable that progress had slowed in several areas during the reporting period, including in the implementation of the remaining strategic ICT projects and in defragmenting and consolidating ICT capacities.

17. The Advisory Committee welcomed the implementation of the information security action plan and the establishment of an information security roadmap to address evolving security threats. It remained concerned, however, by the slow progress in reducing the fragmentation of ICT in the Secretariat, which had resulted in an increased threat level.

18. The Advisory Committee looked forward to receiving further information on the study currently under way to address the proliferation of applications and develop a strategy to manage the Secretariat's portfolio of applications. The strategy should be based on policies and guidelines that would clarify, inter alia, the functions or areas to be covered centrally by the Enterprise Application Centres and those that could be addressed at the local level.

19. The Advisory Committee emphasized the need to address continued weaknesses in ICT governance and accountability and reiterated that all Secretariat entities must fully comply with all the provisions of General

Assembly resolution 69/262 and ST/SGB/2016/11. The cooperation of managers was critical for the successful implementation of the ICT strategy. The senior managers' compacts should contain specific performance measures that would allow for assessment of their performance in managing ICT activities.

20. The Advisory Committee had requested the Board of Auditors to make a comprehensive inventory of ICT capacities across the Secretariat in order to establish a baseline against which to measure future progress and trends. Furthermore, given the magnitude of annual expenditure on ICT, the Advisory Committee recommended that the General Assembly should request the Secretary-General to include in the budget and budget performance documents of each Secretariat entity information on its ICT expenditure and capacities, with details on elements such as personnel, assets and projects.

21. **Mr. Ismail** (Egypt), speaking on behalf of the Group of 77 and China, said that the implementation of the ICT strategy endorsed by the General Assembly in its resolution 69/262 was crucial to improve the effectiveness, efficiency, transparency, credibility and accountability of the Organization. Progress on that implementation had been uneven at best. The Secretary-General should take immediate corrective action to ensure Secretariat-wide compliance and should provide a detailed update in his next report on the matter.

22. In informal consultations, the Group would seek explanations for why policies had not yet been issued for the delegation of authority and designation of staff members to perform significant ICT functions; why senior managers' compacts did not contain specific performance measures for the implementation of the strategy; and why annual ICT workplans had not been prepared consistently for all Secretariat entities. The Group wondered why the Secretariat apparently found it difficult to establish targets and monitoring mechanisms that would align departmental business plans with the ICT strategy and ensure that it was implemented in accordance with the related General Assembly resolutions.

23. He welcomed the valuable insights provided by the Board of Auditors on areas where progress had been made and where further change and improvement were needed. The Group urged the Secretary-General to address the low rate of implementation of the Board's recommendations and expected that the remaining recommendations would be implemented without further delay.

24. The Board of Auditors had previously identified certain limitations of the ICT strategy, including a lack of emphasis on the enterprise resource planning system, insufficient prioritization of information on security issues and insufficient recognition of peacekeeping activities. Given that peacekeeping accounted for some 75 per cent of overall ICT expenditure, the Committee should discuss ways of addressing those gaps.

25. It was a matter of concern that a large number of legacy applications and websites posed information security risks. The Secretary-General should provide a detailed update on the status of remaining legacy systems and outline a plan to consolidate those systems and accelerate standardization across the Organization.

26. Given that the management of the core infrastructure of Umoja had been outsourced to a commercial vendor, the Group wished to receive further information on the measures taken to ensure the protection and confidentiality of data uploaded to the system. The Group also looked forward to receiving further analysis of the cost savings and economies of scale to be achieved through systems contracts for the procurement of equipment and services.

27. **Mr. Conroy** (United States of America) said that the ICT strategy had been designed to modernize the ICT function in the Secretariat, optimize resource use and enhance innovation. His delegation continued to support efforts to achieve those goals and noted that impressive headway had been made, under the leadership of the Chief Information Technology Officer, in implementing the strategy. He nevertheless shared the concerns expressed by the Advisory Committee and the Board of Auditors that Secretariat-wide compliance remained a challenge. An increased level of coordination and cooperation in the Secretariat, and perhaps even across the United Nations system, was essential for achieving maximum effectiveness and efficiency. His delegation looked forward to receiving detailed updates on progress for all Secretariat entities and encouraged the Secretary-General to continually refine cost projections as implementation continued and planning assumptions were adjusted.

28. The Committee was considering an important management reform proposal to establish a single Office of Information and Communications Technology through the consolidation of the existing Office in the Department of Management and the Information and Communications Technology Division in the Department of Field Support. Given that ICT was a cross-cutting function that underpinned the Organization's core mandates and activities, a single entity with a holistic approach would enhance the delivery of ICT services to clients. The unified structure would expedite the full implementation of the ICT

strategy and would make it possible to better use technology and innovation to advance the core work of the Organization. His delegation remained dedicated to bringing the United Nations into the twenty-first century and achieving transformational reform and cost containment.

The meeting rose at 11 a.m.

United Nations A/C.5/72/SR.48

General Assembly
Seventy-second session

Official Records

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Fifth Committee

Summary record of the 48th meeting

Held at Headquarters, New York, on New York, on Thursday, 5 July 2018, at 3 p.m.

Chair: Mr. Tommo Monthe ..... (Cameroon)
Chair of the Advisory Committee on Administrative and Budgetary Questions: Mr. Ruiz Massieu

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Rates of reimbursement to troop- and police-contributing countries (*continued*)

Regional Service Centre in Entebbe, Uganda (*continued*)

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Support account for peacekeeping operations (*continued*)

Agenda item 150: Financing of the United Nations Interim Security Force for Abyei (*continued*)

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Agenda item 152: Financing of the United Nations Operation in Côte d'Ivoire (*continued*)

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18-11169 (E)

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Agenda item 153: Financing of the United Nations Peacekeeping Force in Cyprus (*continued*)

Agenda item 154: Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (*continued*)

Agenda item 156: Financing of the United Nations Stabilization Mission in Haiti (*continued*)

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(a) United Nations Disengagement Observer Force (*continued*)

(b) United Nations Interim Force in Lebanon (*continued*)

Agenda item 161: Financing of the United Nations Mission in South Sudan (*continued*)

Agenda item 162: Financing of the United Nations Mission for the Referendum in Western Sahara (*continued*)

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Agenda item 134: Review of the efficiency and the administrative and financial functioning of the United Nations (*continued*)

Shifting the management paradigm in the United Nations (continued)

Progress towards an accountability system in the United Nations Secretariat (continued)

Questions deferred for future consideration

Other matters

Completion of the work of the Fifth Committee at the second part of the resumed seventy-second session of the General Assembly

The meeting was called to order at 3.25 p.m.

1. **The Chair** informed the Committee that some of the draft resolutions and decisions to be introduced had only recently been adopted informally, and were thus provisional and available in English only. With full regard for the resolutions of the General Assembly on multilingualism, he acknowledged the Committee's flexibility in proceeding with its consideration of the draft proposals on that basis so as to conclude its work at the second part of the resumed session.

Agenda item 133: Financial reports and audited financial statements, and reports of the Board of Auditors (*continued*) (A/C.5/72/L.32)

Draft resolution A/C.5/72/L.32: Financial reports and audited financial statements, and reports of the Board of Auditors

2. *Draft resolution A/C.5/72/L.32 was adopted.*

Agenda item 136: Programme budget for the biennium 2018–2019 (*continued*)

Special subjects relating to the programme budget for the biennium 2018–2019 (*continued*) (A/C.5/72/L.52)

Draft resolution A/C.5/72/L.52: Special subjects relating to the programme budget for the biennium 2018–2019

3. *Draft resolution A/C.5/72/L.52 was adopted.*

Agenda item 148: Financing of the International Residual Mechanism for Criminal Tribunals (*continued*) (A/C.5/72/L.34)

Draft resolution A/C.5/72/L.34: Financing of the International Residual Mechanism for Criminal Tribunals

4. *Draft resolution A/C.5/72/L.34 was adopted.*

Agenda item 149: Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations (*continued*)

Rates of reimbursement to troop- and police-contributing countries (*continued*) (A/C.5/72/L.33)

Draft resolution A/C.5/72/L.33: Rates of reimbursement to troop- and police-contributing countries

5. *Draft resolution A/C.5/72/L.33 was adopted.*

Regional Service Centre in Entebbe, Uganda (*continued*) (A/C.5/72/L.48)

Draft resolution A/C.5/72/L.48: Financing of the Regional Service Centre in Entebbe, Uganda

6. *Draft resolution A/C.5/72/L.48 was adopted.*

United Nations Logistics Base at Brindisi, Italy (*continued*) (A/C.5/72/L.49)

Draft resolution A/C.5/72/L.49: Financing of the United Nations Logistics Base at Brindisi, Italy

7. *Draft resolution A/C.5/72/L.49 was adopted.*

Support account for peacekeeping operations (*continued*) (A/C.5/72/L.55)

Draft resolution A/C.5/72/L.55: Support account for peacekeeping operations

8. *Draft resolution A/C.5/72/L.55 was adopted.*

Agenda item 150: Financing of the United Nations Interim Security Force for Abyei (*continued*) (A/C.5/72/L.47)

Draft resolution A/C.5/72/L.47: Financing of the United Nations Interim Security Force for Abyei

9. *Draft resolution A/C.5/72/L.47 was adopted.*

Agenda item 151: Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (*continued*) (A/C.5/72/L.54)

Draft resolution A/C.5/72/L.54: Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

10. *Draft resolution A/C.5/72/L.54 was adopted.*

Agenda item 152: Financing of the United Nations Operation in Côte d'Ivoire (*continued*) (A/C.5/72/L.51)

Draft resolution A/C.5/72/L.51: Financing of the United Nations Operation in Côte d'Ivoire

11. *Draft resolution A/C.5/72/L.51 was adopted.*

Agenda item 153: Financing of the United Nations Peacekeeping Force in Cyprus (*continued*) (A/C.5/72/L.38)

Draft resolution A/C.5/72/L.38: Financing of the United Nations Peacekeeping Force in Cyprus

12. *Draft resolution A/C.5/72/L.38 was adopted.*

Agenda item 154: Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (*continued*) (A/C.5/72/L.41)

Draft resolution A/C.5/72/L.41: Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

13. *Draft resolution A/C.5/72/L.41 was adopted.*

Agenda item 156: Financing of the United Nations Stabilization Mission in Haiti (*continued*) (A/C.5/72/L.36)

Draft resolution A/C.5/72/L.36: Financing of the United Nations Stabilization Mission in Haiti

14. *Draft resolution A/C.5/72/L.36 was adopted.*

Agenda item 157: Financing of the United Nations Interim Administration Mission in Kosovo (*continued*) (A/C.5/72/L.42)

Draft resolution A/C.5/72/L.42: Financing of the United Nations Interim Administration Mission in Kosovo

15. *Draft resolution A/C.5/72/L.42 was adopted.*

Agenda item 158: Financing of the United Nations Mission in Liberia (*continued*) (A/C.5/72/L.50)

Draft resolution A/C.5/72/L.50: Financing of the United Nations Mission in Liberia

16. *Draft resolution A/C.5/72/L.50 was adopted.*

Agenda item 159: Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali (*continued*) (A/C.5/72/L.40)

Draft resolution A/C.5/72/L.40: Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali

17. *Draft resolution A/C.5/72/L.40 was adopted.*

Agenda item 160: Financing of the United Nations peacekeeping forces in the Middle East (*continued*)

(a) United Nations Disengagement Observer Force (*continued*) (A/C.5/72/L.39)

Draft resolution A/C.5/72/L.39: Financing of the United Nations Disengagement Observer Force

18. **Mr. Awad** (Syrian Arab Republic) said that the deployment of the United Nations Disengagement Observer Force (UNDOF) had been necessitated by Israel's occupation of the Syrian Golan and its refusal to abide by Security Council and General Assembly resolutions calling for a full withdrawal to the line of 4 June 1967. Accordingly, the presence of UNDOF was temporary, and intended to last until the end of the occupation and the implementation of those resolutions. His delegation had stressed repeatedly that, in line with the principles established by the General Assembly in its resolution 1874 (S-IV), the financing of UNDOF should be the responsibility of Israel, as the occupying Power.

19. His delegation rejected attempts to undermine the mandate of UNDOF as a military rather than a political mission, and attempts to disregard the legitimate and principled position of the Syrian Arab Republic as the host of the Force. That position derived not from the opinions of the country, but from the foundations of all peacekeeping missions since the inception of the concept at the United Nations. The functions attached to the two civilian staff positions proposed for 2018/19 were already being performed by military officers from the UNDOF contingents. Moreover, converting posts in the Security Section from temporary to permanent status was not justifiable, as the security situation was itself temporary; such action was also out of step with the situation on the ground, where personnel were returning to positions previously abandoned. Once again, his delegation wished to emphasize its rejection of the attempts by the delegations of the United States of America and the European Union to disregard in informal consultations the wording proposed by the Syrian Arab Republic, and therefore of those delegations' attempts to politicize the UNDOF mandate. In the absence of a consensus, his delegation found itself obliged to propose an oral amendment to the draft resolution, reflecting the wording proposed in the informal consultations, and reading as follows:

> "Takes note of paragraph 27 of the report of the Advisory Committee and decides to abolish two international temporary positions in the Office of the Force Commander, Head of Mission, for one Special Adviser (P-5) and one Mission Liaison Officer (P-4), and further decides not to approve the five general temporary assistance positions to be converted to international posts to strengthen the Security Section".

His delegation urged the Committee to adopt the proposed amendment, preserving consensus and avoiding recourse to a vote. However, if the delegations that he had previously named held fast to their deplorable, unprecedented and unjustified rejection of that wording, he urged the Committee to vote in favour of the amendment, thus supporting the principles and objectives of the Charter of the United Nations, particularly respect for national sovereignty and non-

interference in the internal affairs of States, and upholding the principles of peacekeeping over the interests of a particular country.

20. **Mr. Khalizov** (Russian Federation) said that his delegation wished to express its deep disappointment at the way in which informal consultations on draft resolution A/C.5/72/L.39 had been conducted, and in particular the failure to consider wording proposed by the delegation representing the country hosting UNDOF. Recourse to a vote would create an undesirable precedent for the work of the Committee.

21. **Mr. Tavoli** (Islamic Republic of Iran) said that he wished to echo the previous speaker's views and to urge adoption of the amendment to the draft resolution proposed by the representative of the Syrian Arab Republic.

22. **Ms. Norman-Chalet** (United States of America) said that her delegation was not in agreement with the proposed amendment to the draft resolution, and wished to call for a recorded vote on its inclusion.

23. *At the request of the representative of the United States of America, a recorded vote was taken on the oral amendment to draft resolution A/C.5/72/L.39 proposed by the representative of the Syrian Arab Republic.*

In favour:

Belarus, Bolivia (Plurinational State of), Burundi, China, Congo, Cuba, Democratic People's Republic of Korea, Iran (Islamic Republic of), Liberia, Nicaragua, Russian Federation, Syrian Arab Republic, Venezuela.

Against:

Albania, Andorra, Australia, Austria, Bahrain, Belgium, Bosnia and Herzegovina, Brazil, Bulgaria, Canada, Croatia, Cyprus, Czechia, Denmark, Estonia, Finland, France, Germany, Greece, Guatemala, Honduras, Hungary, Ireland, Israel, Italy, Japan, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Mexico, Monaco, Netherlands, New Zealand, Norway, Paraguay, Peru, Poland, Portugal, Republic of Korea, Republic of Moldova, Romania, San Marino, Saudi Arabia, Slovenia, Spain, Sweden, Switzerland, Turkey, Ukraine, United Arab Emirates, United Kingdom of Great Britain and Northern Ireland, United States of America.

Abstaining:

Algeria, Angola, Antigua and Barbuda, Argentina, Bahamas, Bangladesh, Benin, Botswana, Brunei Darussalam, Burkina Faso, Cameroon, Chile, Colombia, Costa Rica, Côte d'Ivoire, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Eritrea, Ethiopia, Fiji, Gambia, Guinea, Guyana, India, Indonesia, Jamaica, Jordan, Kenya, Lao People's Democratic Republic, Lebanon, Malaysia, Mali, Mongolia, Myanmar, Nepal, Nigeria, Panama, Philippines, Saint Lucia, Saint Vincent and the Grenadines, Singapore, Solomon Islands, South Africa, Thailand, Trinidad and Tobago, Tunisia, Uganda, United Republic of Tanzania, Uruguay, Zambia, Zimbabwe.

24. *The oral amendment was rejected by 13 votes to 54, with 55 abstentions.*

25. **Mr. Pretterhofer** (Austria), speaking on behalf of the European Union, said that the member States of the European Union were concerned that the Committee had, for the first time, found itself unable to reach consensus on the draft resolution on the financing of UNDOF. They had voted against the oral amendment proposed by the representative of the Syrian Arab Republic, which would have deprived UNDOF of posts essential to the full implementation of its mandate. The two posts whose elimination had been proposed had attached to them key functions which should continue to be discharged, and which had originally been assigned with the agreement of the Committee. It was a matter of regret that those posts had been left vacant since 2015 as a result of refusal of the necessary visas for their occupants. The European Union urged the Government of the Syrian Arab Republic to allow the posts to be filled, as had been the original intention of the Committee, therefore enabling UNDOF to function properly. In addition, the vote against the proposed amendment had been motivated by that amendment's opposition to the conversion of five general temporary assistance positions to international posts, a step important to the regularization of the Force and to ensuring the safety of all of its civilian personnel, safe movement of personnel into and out of the field of operations, and liaison with the host Government.

26. **Mr. Awad** (Syrian Arab Republic), thanking the delegations which had voted in favour of the proposed amendment to the draft resolution, said that that vote in favour was not a vote in support of the position of one country, but a vote in support of the principles underlying peacekeeping operations, namely consideration of the concerns of the host State. With regard to the views expressed by the representative of Austria, speaking on behalf of the European Union, he wished to emphasize that the Syrian Arab Republic did not oppose the filling of the positions in question, but did believe that they should not be filled by civilian personnel. The functions attached to the positions were

being fulfilled by military personnel, and UNDOF was functioning properly.

27. *Draft resolution A/C.5/72/L.39 was adopted.*

28. **Mr. Awad** (Syrian Arab Republic) said that his delegation had joined the consensus on the draft resolution on the financing of UNDOF, and also intended to vote in favour of the draft resolution on the financing of the United Nations Interim Force in Lebanon (UNIFIL), based on the principle that the responsibility for funding both missions must be borne by Israel, as the occupying Power. His delegation's position was in line with the basic principles established by the General Assembly in its resolution 1874 (S-IV).

(b) United Nations Interim Force in Lebanon *(continued)* (A/C.5/72/L.31)

Draft resolution A/C.5/72/L.31: Financing of the United Nations Interim Force in Lebanon

29. **The Chair** recalled that draft resolution A/C.5/72/L.31 had been introduced at the 43rd meeting of the Committee, held on 31 May 2018 (see A/C.5/72/SR.43).

30. **Mr. Ahmed** (Egypt), speaking on behalf of the Group of 77 and China, introducing an oral amendment to the draft resolution, said that the phrase "subject to the provisions of the present resolution" should be inserted in paragraph 10, which would thus read as follows:

> "*Endorses* the conclusions and recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions, subject to the provisions of the present resolution, and requests the Secretary-General to ensure their full implementation".

In addition, a new paragraph 10bis, reading as indicated below, should be inserted after the existing paragraph 10, with renumbering of the subsequent paragraphs:

> "*Decides* to allocate an amount of $6,709,300 for air operations from the overall resources for the Force."

31. **Ms. Van Buerle** (Secretary of the Committee) said that, in the existing paragraph 15, the spaces left blank for the insertion of amounts should be filled with the following figures, in order: "$505,053,500"; "$474,460,700"; "$24,486,500"; and "$6,160,300". The existing paragraphs 16 to 21 of the draft resolution would be updated accordingly, with amounts inserted in the blank spaces.

32. **Ms. Hazanovitz** (Israel) said that, the Committee was once again considering a draft resolution proposed by Group of 77 and China that had politicized and undermined its work, and was once again acquiescing to inane repetition rather than insisting on change. The Member States had spent most of the preceding year working towards reform, particularly in the forum of the Fifth Committee, and particularly at the second part of the resumed session. They had been striving to make the Organization more effective and efficient by replacing outdated practices with new and better practices. That approach unfortunately seemed not to apply to the operation of the Committee, which was tolerating the current debate simply out of habit. It was ironic that, during the Committee's discussion of the proposed management reforms, the Group of 77 and China had referred to making the Organization more responsive but also more responsible and credible, yet was repeating its past practice of singling out Israel, reinforcing unjustified bias and making a mockery of the Organization and the Committee, particularly, at the current session, having failed to engage with the Committee on the wording of the draft resolution. Such a failure to engage with the Committee would surely not have been tolerated in another context, such as discussion of reform of the Organization or reimbursement rates for troop- and police-contributing countries, and it surely would not have been perceived as helping to make the Organization more responsible or credible. Having been faced with terrorism and violence for many years, Israel had a profound understanding of the need for peacekeeping, and remained actively engaged in helping the Organization to protect the brave men and women from troop- and police-contributing countries who performed invaluable work in difficult and dangerous environments. It maintained good relations with the peacekeeping forces in the region, including the United Nations Interim Force in Lebanon (UNIFIL), and continuously demonstrated its support for United Nations peacekeeping operations.

33. The fourth preambular paragraph and paragraphs 4, 5 and 13 of the draft resolution were an attempt at inserting a political agenda into an otherwise apolitical discussion of peacekeeping operations and their budgets. Her delegation requested a recorded vote on those paragraphs, and urged Member States to vote against them, demonstrating a commitment to change rather than to repetition of past practice.

34. *At the request of the representative of Israel, a recorded vote was taken on the fourth preambular paragraph and existing paragraphs 4, 5 and 13 of draft resolution A/C.5/72/L.31.*

In favour:

Algeria, Angola, Antigua and Barbuda, Argentina, Armenia, Bahamas, Bahrain, Bangladesh, Belarus, Benin, Bolivia (Plurinational State of), Botswana, Brazil, Brunei Darussalam, Burkina Faso, Burundi, Central African Republic, Chile, China, Colombia, Costa Rica, Cuba, Democratic People's Republic of Korea, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Eritrea, Ethiopia, Gabon, Gambia, Guinea, Guyana, India, Indonesia, Iran (Islamic Republic of), Iraq, Jamaica, Jordan, Kenya, Kuwait, Lao People's Democratic Republic, Lebanon, Liberia, Malaysia, Maldives, Mali, Mauritania, Mauritius, Mongolia, Morocco, Mozambique, Nepal, Nicaragua, Oman, Pakistan, Paraguay, Peru, Philippines, Qatar, Russian Federation, Saint Lucia, Saint Vincent and the Grenadines, Saudi Arabia, Sierra Leone, Singapore, South Africa, Sri Lanka, Sudan, Syrian Arab Republic, Thailand, Trinidad and Tobago, Tunisia, Turkey, Uganda, United Arab Emirates, United Republic of Tanzania, Uruguay, Venezuela (Bolivarian Republic of), Viet Nam, Yemen, Zambia, Zimbabwe.

Against:

Canada, Israel, United States of America.

Abstaining:

Albania, Andorra, Australia, Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Côte d'Ivoire, Croatia, Cyprus, Czechia, Denmark, Estonia, Finland, France, Germany, Greece, Guatemala, Honduras, Hungary, Ireland, Italy, Japan, Latvia, Lithuania, Luxembourg, Malta, Mexico, Monaco, Netherlands, New Zealand, Nigeria, Norway, Panama, Poland, Portugal, Republic of Korea, Republic of Moldova, Romania, San Marino, Serbia, Slovenia, Solomon Islands, Spain, Sweden, Switzerland, Ukraine, United Kingdom of Great Britain and Northern Ireland.

35. *The fourth preambular paragraph and paragraphs 4, 5 and 13 of draft resolution A/C.5/72/L.31 were adopted by 85 votes to 3, with 48 abstentions.*

36. **The Chair** said that a recorded vote had been requested on draft resolution A/C.5/72/L.31, as orally amended, as a whole.

37. **Ms. Norman-Chalet** (United States of America), speaking in explanation of vote before the voting, said that while the United States of America strongly supported UNIFIL and its important mandate, the use of funding resolutions to pursue claims against a Member State was not procedurally correct, hence her delegation's opposition to previous General Assembly resolutions requiring Israel to pay for costs stemming from the Qana incident of 1996. Those resolutions were not consensus resolutions. The procedure followed since shortly after the founding of the United Nations had been for the Secretary-General to pursue settlement of the Organization's claims against States. Using a funding resolution to legislate a settlement was inappropriate, politicized the work of the Committee, and should be avoided on the present occasion and in the future.

38. *At the request of the representative of Israel, a recorded vote was taken on draft resolution A/C.5/72/L.31, as orally amended, as a whole.*

In favour:

Albania, Algeria, Andorra, Angola, Antigua and Barbuda, Argentina, Armenia, Australia, Austria, Bahamas, Bahrain, Bangladesh, Belarus, Belgium, Benin, Bolivia (Plurinational State of), Bosnia and Herzegovina, Botswana, Brazil, Brunei Darussalam, Bulgaria, Burkina Faso, Burundi, Chile, China, Colombia, Congo, Costa Rica, Côte d'Ivoire, Croatia, Cuba, Cyprus, Czechia, Democratic People's Republic of Korea, Denmark, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Eritrea, Estonia, Ethiopia, Fiji, Finland, France, Gabon, Gambia, Germany, Greece, Guatemala, Guinea, Guyana, Honduras, Hungary, India, Indonesia, Iran (Islamic Republic of), Iraq, Ireland, Italy, Jamaica, Japan, Jordan, Kenya, Kuwait, Lao People's Democratic Republic, Latvia, Lebanon, Liberia, Liechtenstein, Lithuania, Luxembourg, Madagascar, Malaysia, Maldives, Mali, Malta, Mauritania, Mauritius, Mexico, Monaco, Mongolia, Morocco, Mozambique, Nepal, Netherlands, New Zealand, Nicaragua, Nigeria, Norway, Oman, Pakistan, Panama, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Republic of Korea, Republic of Moldova, Romania, Russian Federation, Saint Lucia, Saint Vincent and the Grenadines, San Marino, Saudi Arabia, Serbia, Sierra Leone, Singapore, Slovenia, Solomon Islands, South Africa, Spain, Sri Lanka, Sudan, Sweden, Switzerland, Syrian Arab Republic, Thailand, Trinidad and Tobago, Tunisia, Turkey, Uganda, Ukraine, United Arab Emirates, United Kingdom of Great Britain and Northern Ireland, United Republic of Tanzania, Uruguay, Venezuela (Bolivarian Republic of), Viet Nam, Yemen, Zambia, Zimbabwe.

Against:

Canada, Israel, United States of America.

Abstaining:

None.

39. *Draft resolution A/C.5/71/L.31, as orally amended, was adopted by 136 votes to 3.*

40. **Mr. Pretterhofer** (Austria), speaking on behalf of the European Union, said that it was a matter of concern that no consensus had been reached on the draft resolution, and that political elements had been introduced in the work of the Committee. The States members of the European Union had abstained in the vote on the fourth preambular paragraph and paragraphs 4, 5 and 13, as they considered the text inappropriate in the context of the financing of UNIFIL. The broader political aspects of the events referred to, including the incident at Qana, had been debated extensively in the plenary Assembly in April 1996, and reflected in resolution 50/22 C, at which time the States members of the European Union had made clear their position. They would have preferred the Committee's consultations on the matter to have been confined to the budgetary aspects of the financing of UNIFIL. Nevertheless, they had voted in favour of the draft resolution as a whole, as it provided the Force with the resources needed to discharge its important mandate.

41. **Mr. Saleh Azzam** (Lebanon) paid tribute to the sacrifices of United Nations peacekeepers in the service of peace around the world, in particular in the Middle East. He thanked the delegations that had voted in favour of the draft resolution. His delegation's vote in favour reflected its unwavering support for the contribution of UNIFIL to peace and stability in the region for forty years. His delegation had also voted in favour of the fourth preambular paragraph and paragraphs 4, 5 and 13, made necessary by the persistent non-compliance of Israel with a total of 25 previous resolutions. He supported the Secretary-General's efforts to secure the payment to UNIFIL of the amount of $1,117,005 as compensation for the shelling and destruction of the Force's headquarters at Qana in April 1996.

Agenda item 161: Financing of the United Nations Mission in South Sudan (*continued*) (A/C.5/72/L.44)

Draft resolution A/C.5/72/L.44: Financing of the United Nations Mission in South Sudan

42. *Draft resolution A/C.5/72/L.44 was adopted.*

Agenda item 162: Financing of the United Nations Mission for the Referendum in Western Sahara (*continued*) (A/C.5/72/L.43)

Draft resolution A/C.5/72/L.43: Financing of the United Nations Mission for the Referendum in Western Sahara

43. *Draft resolution A/C.5/72/L.43 was adopted.*

Agenda item 163: Financing of the African Union-United Nations Hybrid Operation in Darfur (*continued*) (A/C.5/72/L.45)

Draft resolution A/C.5/72/L.45: Financing of the African Union-United Nations Hybrid Operation in Darfur

44. *Draft resolution A/C.5/72/L.45 was adopted.*

Agenda item 164: Financing of activities arising from Security Council resolution 1863 (2009) (*continued*) (A/C.5/72/L.46)

Draft resolution A/C.5/72/L.46: Financing of the activities arising from Security Council resolution 1863 (2009)

45. *Draft resolution A/C.5/72/L.46 was adopted.*

Agenda item 165: Financing of the United Nations Mission for Justice Support in Haiti (*continued*) (A/C.5/72/L.37)

Draft resolution A/C.5/72/L.37: Financing of the United Nations Mission for Justice Support in Haiti

46. *Draft resolution A/C.5/72/L.37 was adopted.*

Agenda item 149: Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations (*continued*)

Financing of the support account for peacekeeping operations, the United Nations Logistics Base at Brindisi, Italy, and the Regional Service Centre in Entebbe, Uganda (A/C.5/72/24)

Approved resources for peacekeeping operations for the period from 1 July 2018 to 30 June 2019 (A/C.5/72/25)

47. **The Chair** invited the Committee to take note of the information in the Secretary-General's note on the financing of the support account for peacekeeping operations, the United Nations Logistics Base at Brindisi, Italy, and the Regional Service Centre in Entebbe, Uganda (A/C.5/72/24), which, in accordance with the prorating procedures established in General Assembly resolution 50/221 B, indicated the amounts to be apportioned in respect of each peacekeeping mission,

including the prorated share of the support account, the United Nations Logistics Base and the Regional Service Centre. He also invited the Committee to take note of the Secretary-General's note on approved resources for peacekeeping operations for the period from 1 July 2018 to 30 June 2019 (A/C.5/72/25).

Agenda item 134: Review of the efficiency and the administrative and financial functioning of the United Nations (*continued*)

Shifting the management paradigm in the United Nations (*continued*) (A/C.5/72/L.53)

Draft resolution A/C.5/72/L.53: Shifting the management paradigm in the United Nations

48. *Draft resolution A/C.5/72/L.53 was adopted.*

Progress towards an accountability system in the United Nations Secretariat (*continued*) (A/C.5/72/L.35)

Draft resolution A/C.5/72/L.35: Progress towards an accountability system in the United Nations Secretariat

49. *Draft resolution A/C.5/72/L.35 was adopted.*

Questions deferred for future consideration (A/C.5/72/L.56)

Draft decision A/C.5/72/L.56: Questions deferred for future consideration

50. *Draft decision A/C.5/72/L.56 was adopted.*

Other matters

51. **The Chair** said that he took it that the Committee wished to recommend to the General Assembly that all resolutions relating to the peacekeeping budget and to special political missions adopted at the present meeting should be considered effective on 1 July 2018.

52. *It was so decided.*

Completion of the work of the Fifth Committee at the second part of the resumed seventy-second session of the General Assembly

53. **Mr. Ahmed** (Egypt), speaking on behalf of the Group of 77 and China, noted that his Group had expressed concern early in the second part of the resumed seventy-second session about the Committee's heavy agenda and the late introduction of items on that agenda, but had nonetheless exercised flexibility in the interests of making progress. The Group thanked the Chair and the Bureau for their role in helping the Committee to conclude its work successfully, and hoped that the pattern of the session would be the exception rather than the rule.

54. The budgets for peacekeeping, a crucial part of the Organization's work, must provide the resources needed for the fulfilment of mandates. The Group opposed arbitrary, across-the-board, cost-cutting exercises that failed to take account of the situation on the ground. Though consultations had been difficult and consensus had been hard to reach, the Group hoped that the outcome of the session would enable the Secretariat to carry out its work effectively and efficiently.

55. The Group regretted that the Committee had once again been unable to reach agreement on the handling of the accounts of closed peacekeeping missions, and trusted that, when the matter was taken up, options would be presented for a sustainable solution to address claims payable to Member States, particularly troop- and police-contributing countries, from the budgets of those closed missions. Noting the Secretariat's progress over the previous year in making peacekeeping more field-focused and effective, the Group looked forward to continued efforts in that regard, including full utilization of the Regional Service Centre in Entebbe. Paying tribute to those who had made sacrifices in the cause of peace, it welcomed the results of the review of the standard rates of reimbursement to troop- and police-contributing countries, and the increase in death and disability compensation rates, for the first time since 2010.

56. The Group welcomed the adoption of historic resolutions on restructuring the United Nations peace and security architecture and on management reform. In the case of the former, it welcomed the shift to new working methods and towards a more integrated and coordinated Organization, and in particular the establishment of four standalone divisions devoted to Africa, and the adoption of a true "whole-of-pillar" approach to strengthen support and response for peace operations at every point on the peace continuum. In the case of the latter, it expressed pride in achieving a balanced outcome that laid the foundation for a more effective, efficient, accountable and transparent Organization, and brought changes in the structure of the Secretariat and in critical system-wide functions including procurement and information and communications technology. As the Committee prepared for the seventy-third session of the General Assembly, the Group hoped that a spirit of cooperation and flexibility would continue to prevail, with the common goal of building a better United Nations that worked for the interests of all Member States.

57. **Mr. Burity** (Angola), speaking on behalf of the Group of African States, said that his Group, while welcoming the decisions reached at the current meeting, was concerned at the way in which the prior discussions had proceeded, with unnecessary delays in the consideration of many items on the Committee's agenda, in particular the budget for peacekeeping operations, which had been addressed only a few days before the beginning of the new financial year for those operations. In that connection, the agreement on the peacekeeping budget had been reached through painful compromise. The Group was concerned at the tendency to reduce the resources allocated for peacekeeping operations, whose primary purpose was to support Member States' efforts to achieve peace and stability and protect civilians, in particular women and children. If efforts to do more with less continued, peacekeeping operations would be left with few resources — including human resources — with which to implement their mandates, and those operations would be left in a state of uncertainty year after year. While the agreement reached by the Committee had left the fundamental activities of peacekeeping operations secure, attempts to impose substantial, across-the-board, budget cuts would undermine the credibility of the United Nations and increase the risk of a non-consensual outcome on future peacekeeping budgets. Committee members must work constructively at the expert level to avoid such an outcome. The Group urged individual Member States, and groups of Member States, to avoid seeking significant budget cuts in the name of efficiency, and called on all Member States to pay their assessed contributions in full and on time in order to avoid the accumulation of arrears and cash shortfalls, which threatened mandate fulfilment.

58. Efforts should be made to ensure that the Committee's sessions were concluded within the allocated time, on the basis of its programme of work. That had been the practice in the past, and should remain the practice, despite the complexity of the agenda. As before, the Group would work to prevent action — such as the consideration of many issues at expert level — which undermined the intergovernmental decision-making process.

59. **Mr. De Preter** (Observer for the European Union), said that the Committee, through a spirit of compromise and collective thinking in the Organization's interest, had reached consensus on almost all of the major items on its agenda, demonstrating delegations' political will to reach a negotiated solution to difficult challenges, acting together and meet their responsibilities. The European Union particularly wished to recognize the work of all personnel involved in the difficult and fundamental task of United Nations peacekeeping, and to pay tribute to all those who had lost their lives serving in peacekeeping missions. It valued the unique peacekeeping partnership between the Secretariat, troop- and police-contributing countries, host countries and funders. It also valued the consensus-based working methods of the Committee, which sought to ensure that all stakeholders were engaged in continuing that partnership. However, it was a matter of regret that it had not been possible to reach agreement on cross-cutting issues, and particularly guidance on special measures for protection from sexual exploitation and abuse and other specific topics including the use of modern technologies in peacekeeping missions, and the application to them of environmental standards. The European Union urged the Secretary-General to continue exploring ways to address those matters.

60. The adoption of landmark resolutions on the review of the United Nations peace and security architecture and management reform constituted major steps towards making the Organization more effective and efficient. It would be able to deal with political issues, prevention, mediation, peacekeeping and peacebuilding in a more integrated and coordinated manner. Establishing two new Secretariat departments would result in a more results-oriented, transparent and accountable Organization, with less bureaucracy and better support for field operations. The European Union looked forward to consideration at the seventy-third session of new human-resources structures and policies, which were in need of change, in order to support effective fulfilment of mandates.

61. It was unfortunate that the Committee had been unable to conclude what was usually a session on peacekeeping matters within the allotted time. The European Union believed that the Committee's working methods should be kept under review, and that working late into the night and early morning should be the exception rather than the rule for its decision-making.

62. **Ms. Rees** (Australia), speaking also on behalf of Canada and New Zealand, said that the delegations of Australia, Canada and New Zealand particularly welcomed the adoption of draft resolutions regarding the Organization's peace and security architecture and regarding management reform, leading, in the case of the first resolution, to more coherent support across the continuum from conflict prevention to peacebuilding, and, in the case of the second resolution, to a more effective, accountable and transparent Organization. While both of the resolutions had departed in some respects from the original proposals of the Secretary-General, the three delegations trusted that he would have sufficient leverage to advance his vision of reform.

63. The Committee must turn its attention next to human resources, and to providing the Secretary-General with guidance in that regard. The three delegations were eager to see the global service delivery model implemented, recalling that the General Assembly, in its resolution 71/272, had emphasized the need for a clear benefit-realization plan and for consideration of the use of all existing infrastructure, including that away from Headquarters. In particular, the Member States wished to see a return on the substantial investment in the Umoja enterprise resource planning system. In that connection, the three delegations had noted the views expressed by the Advisory Committee (see A/72/7/Add.50) and by the Joint Inspection Unit in its report on administrative support services (see A/72/299), particularly with regard to the specialized agencies, funds and programmes being part of the approach. As indicated by many delegations, and the Advisory Committee, full service delivery in both of the working languages of the Organization was required, reflecting the preponderance of peacekeeping operations in French-speaking countries, and the General Assembly resolutions on multilingualism.

64. Australia, Canada and New Zealand supported the Secretary-General's vision of reform, recognized his authority to reorganize the Secretariat in the interests of greater effectiveness and efficiency, and took the view that the General Assembly should empower him to undertake that reform, judging him by its results.

65. **Ms. Norman-Chalet** (United States of America) said that, despite a challenging session, the Committee had succeeded in approving a responsible United Nations peacekeeping budget that provided adequate funding for peacekeeping missions, ensured financial discipline, streamlined operations where needed and promoted better ways of working. In addition, the Member States had given their political support to the Secretary-General's vision for reform and for a shift in the Organization's management paradigm by approving in large part his proposals for restructuring, which constituted the first such overhaul in over 40 years. The Committee had also gone beyond the normal scope of its work at the second part of the resumed session by considering a number of additional issues, including accountability, the global service delivery model, the International Residual Mechanism for Criminal Tribunals, the information and communications technology strategy, and revised budgets for the United Nations Assistance Mission in Afghanistan (UNAMA) and the United Nations Assistance Mission for Iraq (UNAMI).

66. The Committee's decisions on management reform and peace and security reform would help the Organization to tackle global challenges more effectively by reducing compartmentalization, simplifying and streamlining bureaucratic procedures and focusing on results. The Organization truly showed its value when it addressed the world's most pressing challenges and conflicts in an efficient, effective and accountable manner. By supporting the Secretary-General's proposal to restructure the peace and security pillar, the Committee had promoted his focus on conflict-prevention and peacebuilding, in order to move political solutions towards conflict resolution, thereby possibly reducing the need for peacekeeping missions. The Committee had also approved steps to improve coordination between the Organization's political and operational work by creating a single structure covering both.

67. **Mr. Fox-Drummond Gough** (Brazil) said that the Member States all had a duty to their taxpayers to make the United Nations more efficient, decrease waste and, where possible, reduce spending. However, the Fifth Committee had made significant cuts to peacekeeping budgets for the second year in a row, when its task should have been to ensure adequate resources for the implementation of United Nations mandates, examining the needs of each mission in order to arrive at a budget total. Its practice of negotiating a budget total and only then considering its effects on individual peacekeeping missions suggested that there had been an inversion of priorities. Moreover, as the Committee had missed the deadline of 30 June for the establishment of peacekeeping allocations, the process was not working. Keeping peace was not an abstract endeavour. As the Committee considered the means for action, it must not lose sight of the ultimate goals of the United Nations.

68. The Security Council had long recognized that deploying troops was not enough to bring peace. As Brazil had emphasized, programmatic activities carried out by peacekeeping operations, such as promotion of the rule of law, reduction of violence in the community and disarmament, demobilization and reintegration functions, were critical to the implementation of peacekeeping mandates. The diversity of programmatic activities financed through assessed contributions reflected the need for adaptability as peacekeeping mandates evolved. While his delegation regretted the inability of the Committee to reach agreement on cross-cutting issues related to peacekeeping, it welcomed the Committee's reluctance to share the sceptical approach of the Advisory Committee to the cross-cutting issue of programmatic activities included in peacekeeping operations.

69. Following the Fifth Committee's resounding expression of confidence in the Secretary-General and his reforms in the areas of management and peace and security, the delegation of Brazil believed that restructuring the Secretariat would help to replace entrenched structures and working methods with more dynamic practices. In particular, it expected that the new Enabling and Outreach Service would play a crucial role in ensuring that developing countries could participate on equal terms in United Nations procurement exercises. The delegation hoped that the Secretary-General would address without delay other areas in which the Organization lacked coherence and effectiveness, notably the longstanding issue of equitable geographical representation and the funding and backstopping of special political missions.

70. In connection with the reform of the Organization's peace and security architecture, the delegation of Brazil reiterated its understanding that, reflecting the wishes expressed by the General Assembly in its resolution 72/199, the establishment of the Department of Peace Operations should have no impact on the agreed basic principles of United Nations peacekeeping. The creation of that new department had generated a need for a clearer understanding of the nature of special political missions and peacekeeping operations. In that connection, Brazil welcomed the fact that the General Assembly had signalled its agreement with the recommendation of the Advisory Committee, which coincided with the position held by the Group of 77 and China, that there should be a clear set of criteria to establish the peculiarities and commonalities of special political missions and peacekeeping missions.

71. Recalling that the Security Council, in its resolution 2367 (2017), had requested an independent assessment of matters including the staffing structure of UNAMI, the delegation of Brazil considered that that step had been an encroachment on the prerogatives of the Fifth Committee and a wasteful use of resources. The Secretariat had the capacity and obligation to keep mission staffing structures under review and ensure that they were fit for purpose. Paying external consultants to duplicate the work of the Secretariat was a poor use of the resources that Member States contributed to the Organization. The delegation was pleased that the draft resolution on special subjects relating to the programme budget for the biennium 2018–2019, adopted by the General Assembly at the current meeting, had addressed that situation by recalling the need for use of in-house capacity and by reaffirming the General Assembly's role in budgetary and administrative matters, as enshrined in the Charter of the United Nations.

72. **Mr. Fu** Daopeng (China) said that the Committee's significant achievements over the entirety of the seventy-second session had represented a milestone, with approval of a new, annual, budget period; decisions on standards of accommodation for air travel; approval of the peacekeeping budget for 2018/19; and decisions on management reform and reform of the Organization's peace and security pillar. They provided the institutional basis and resource base for the Organization to perform its functions and play its central role in global governance.

73. China believed that the Organization's budget should not only guarantee the fulfilment of mandates, but also help to strengthen financial discipline and management and to improve efficiency in the use of funds, ensuring that the money from the taxpayers in the Member States was used and managed effectively. His delegation recalled that, during the recent discussion of the peacekeeping budget, it had made, and received wide support for, constructive suggestions to avoid the trap of cutting funds for the sake of cutting funds. Excessive reductions during the process of reviewing budgets risked simply forcing the Secretariat to request further resources during implementation of the budget, rendering the original cuts literally ineffective. China had always insisted that the review of budget levels must be based on mandates, be governed by financial regulations and rules, and aim for efficiency and cost saving.

74. China supported the Secretary-General's reform efforts; it held fast to its principles, but remained flexible, participating actively in discussion and consultation so as to facilitate final agreement among all the parties. Reform was a process rather than a one-time action, and could not be achieved overnight. China expected the Secretariat to increase consultation with the Member States, strengthening its accountability to them, in order to ensure that the reforms — of management, the peace and security pillar, or the global service delivery model — achieved the desired results, building a community around the Organization's central role in global multilateral governance.

75. As the Fifth Committee had a challenging mandate and a special role, China called for it to develop a consultative, constructive and sharing culture. By "consultative", it meant that the Committee should be run, and issues addressed, through consultations, upholding the principle of consensus. By "constructive", it meant that all parties should be involved constructively in establishing rules and regulations and establishing mechanisms for the operation of the Committee. By "sharing", it meant that the work of the Committee should be conducive to the

better functioning of the Organization, and the results should be shared by all Member States. His delegation would continue its active and constructive participation, maintaining a spirit of democratic consultation and mutually-beneficial cooperation, in order to make the work of the Committee more effective and also more responsive to new circumstances, mandates and challenges.

76. **Ms. Medina** (Norway) said that a challenging but historic session of the Committee had come to an end with the adoption of two proposals for comprehensive reform, representing the most significant shift seen in the United Nations system in several decades, and signalling the Member States' trust in the Secretary-General and his ability to lead the Organization as its chief administrative officer. The reforms, notably the changes to the peace and security architecture, would bring to the Secretariat integrated, holistic and clearly-defined structures and responsibilities, with amalgamated workflows and more seamless operation. Her delegation hoped that a better transition between peacekeeping and peacebuilding would result, placing prevention at the core of efforts to sustain peace.

77. As management reform was the enabler of all the other reforms, her delegation was pleased that the Committee had supported the implementation of a transparent system of delegation of authority. However, because human resources were the lifeblood of the Organization and were an essential part of the overall management structure, it was a matter of regret that the Committee had failed to reach agreement on the placement of human resources functions. Her delegation pledged to work towards achieving consensus on that issue as early as possible in the forthcoming session of the General Assembly, to enable the Secretary-General to implement fuller reform, starting on 1 January 2019. In expressing its support for the Secretary-General, Norway wished to encourage the change in culture within the Organization for the reforms to succeed.

78. **Mr. Velázquez Castillo** (Mexico) said that, thanks to consensus and constructive dialogue, the second part of the resumed seventy-second session had authorized the resources needed to enable the Organization's important peacekeeping mandates to be fulfilled in circumstances that were increasingly complex and exposed to risk. His delegation particularly welcomed the funding for the activities of the United Nations Mission for Justice Support in Haiti (MINUJUSTH). In addition to discussing peacekeeping matters, the Member States had risen to the challenge of discussing the reform proposals of the Secretary-General, making the adjustments they considered necessary, and ultimately approving the changes in structure and the allocation of resources to enable the Organization's management, and its peace and security pillar, to be reorganized. That would result in the establishment, in January 2019, of a new structure, with new and more effective arrangements for accountability and delegation of authority. The Secretary-General should now implement the reforms fully and rapidly. The Member States would be better placed to require that the Secretariat achieve results. They would be able to require changes when they detected problems or inefficiency, and to propose improvements. Having given the Secretary-General more tools and more flexibility for action, the Committee should increase its capacity for supervision and monitoring, in an environment focused on results and transparency.

79. With the beginning of the seventy-third session not far away, his delegation believed that reform should proceed without delay. It awaited with interest details on the Secretary-General's proposals for the reform of human resources management, whether from the logistical or structural standpoints, or from the standpoint of policy adjustments needed to improve implementation and evaluation of results. His delegation wished to recall that the General Assembly had requested a new report on the global service delivery model, a key contribution to improving the effectiveness and efficiency of action by the Secretariat and perhaps also the entire United Nations system.

80. **Ms. Seka-Fouah** (Côte d'Ivoire) said that the Committee's intensive effort over a long session had yielded results, among which was agreement on the financing of the United Nations Operation in Côte d'Ivoire (UNOCI). Her delegation awaited with interest the conclusions relating to lessons learned from the 13 years of UNOCI activity. It also welcomed the General Assembly's granting of authorization to use the resources of the peacekeeping support account to cover any unforeseen shortfalls after the closure of the United Nations Mission in Liberia (UNMIL), and hoped that, despite large reductions in their budgets, the other peacekeeping missions would be able to implement their mandates as effectively as possible.

81. Turning to the Secretary-General's reform proposals, she welcomed the creation of four regional divisions for Africa and the call made by the Committee for a comparative assessment of placing human resources functions in one or more departments. Her delegation trusted that the Secretary-General's new proposal on locations for the global service delivery model would take full account of the fact that most of the clients served were in French-speaking Africa, and that they had the right to timely, high-quality services. However, it also wished to note that the conduct of the

informal consultations on the wording relating to the global service delivery model had been highly unusual. In a break with usual practice, no draft resolution containing proposals by the delegations had been submitted for the consideration of the Committee, in first and second readings, with interpretation services. The delegation of Côte d'Ivoire had shown great flexibility in that instance, but hoped that those unprecedented circumstances would not return in the future.

82. The time had come to learn lessons from such aberrations, and from the practices that, despite appeals from the delegations, had persisted from session to session. Those practices included deal-making among small groups of negotiators, and day, night and weekend work. Steps must be taken to remedy the situation, first and foremost through the adoption of a realistic programme of work. Substantial challenges lay ahead at the seventy-third session, and the ability of the Committee to play its central role in the Organization was at stake.

83. **Mr. Imada** (Japan) said that his delegation, which had shown positive and constructive engagement and the necessary flexibility during the course of the current session, was pleased that others had also acknowledged differences in position, remained respectful, and explored creative solutions enabling all parties to come together.

84. His delegation's approach to decision-making on the peacekeeping budget had been to seek evidence-based efficiency from all missions, recognizing that some — like the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) — stood out as highly efficient. As it had indicated in the informal consultations on the financing of peacekeeping missions, his delegation believed that that budget could be well below the initial level proposed, with a six-month arrangement for the financing of the African Union-United Nations Hybrid Operation in Darfur (UNAMID). It took the view that the agreed overall peacekeeping budget, and the apportionment of resources for each mission, resulted from a compromise achieved at the expense of efficiency.

85. It also recalled that, in the informal consultations, it had attached importance to greater accountability on the part of the Secretariat for the use of assessed contributions to the peacekeeping budget, taking account of the fact that the Secretariat transferred some resources to fund the activities of non-Secretariat entities, including the funds and programmes, and non-governmental organizations. Neither the Security Council nor the General Assembly had given the Secretary-General a mandate to make such transfers. If the Secretary-General believed that transferring assessed peacekeeping contributions to such entities that fell outside his legal control was justified under the authority given to him pursuant to Article 97 of the Charter of the United Nations, he should have ensured the establishment of a proper accountability mechanism to cover performance and misconduct on the part of those entities.

86. While the delegation of Japan was disappointed that the Committee had been unable to reach consensus on a resolution regarding cross-cutting issues related to peacekeeping at the current session, it believed that one of the paragraphs adopted ad referendum by the Committee marked an important step:

> "*Requests* the Secretary-General to propose an accountability framework for performance and misconduct of entities that are not part of United Nations peacekeeping missions, including United Nations agencies, funds and programmes, when they perform activities funded through peacekeeping assessed budgets, excluding the provision of goods or services through contractual arrangements."

It trusted that the Secretary-General would act accordingly, and take suitable measures to address the lack of accountability regarding the transfer of assessed peacekeeping-budget resources.

87. His delegation wished to share its views on aspects of the reforms focusing on the Organization's management and peace and security architecture. First, with regard to the dual reporting-line structure proposed for both of those lines of reform, his delegation understood the merit of the approach in promoting integration between the proposed Department of Management Strategy, Policy and Compliance and the proposed Department of Operational Support, and between the proposed Department of Political and Peacebuilding Affairs and the proposed Department of Peace Operations. However, further consideration of the matter might be needed. In the light of the Secretariat's response to questions from the Committee, which had indicated that the Under-Secretaries-General for Political and Peacebuilding Affairs and for Peace Operations would evaluate jointly the Assistant Secretaries-General responsible for particular regions, his delegation wished to know how such joint evaluation of a single staff member would operate.

88. While his delegation supported the allocation of the procurement function to the Department of Operational Support, as proposed by the Secretary-

General, the agreement reached by the Committee on the draft resolution on shifting the management paradigm in the United Nations reflected the high level of risk inherent in United Nations procurement activities. He believed that the segregation of duties in procurement functions was critically important. In that connection, he wished to refer to the proposals of his delegation, which had been based on the responses provided by the Secretariat to questions from the Committee, and to the final sentence of paragraph 38 of the report of the Secretary-General on shifting the management paradigm at the United Nations (A/72/492/Add.2).

89. The delegation of Japan continued to support the Secretary-General's reform initiative, but believed that the addition of issues unrelated to peacekeeping to the agenda of the second part of the resumed session had been burdensome, and had added to the workload of the Committee and the Member States. It was a disappointment that discussion of the proposed reforms had continued into July 2018, sacrificing discussion on a resolution on cross-cutting issues related to peacekeeping. Such resolutions provided important guidance to the Secretariat on the use of assessed contributions for peacekeeping.

90. **Mr. Amayo** (Kenya) said that the Committee had taken almost two months to conclude its work at the second part of the resumed seventy-second session, partly as a result of the reform-related items added to the programme of work. He hoped that the Committee and the relevant bodies would in future work together to pursue innovative ways to expedite consultations and agree on budgets early enough to leave time for peacekeeping operations to prepare for the start of the following financial year. Although the Organization had faced challenges in peacekeeping operations in the past, much progress had been made, and many lives had been saved. His delegation believed that the resources approved for the peacekeeping missions would be used to implement effectively the mandates established by the Security Council. As a country which attached great importance to the maintenance of international peace and security, and had taken part in many peacekeeping operations led by the United Nations and by regional entities, Kenya considered the approval of increases in the rate of reimbursement to troop- and police-contributing countries and in death and disability compensation to be a step in the right direction. It valued the welfare of its personnel, and trusted that such reviews would take place more regularly in the future.

91. With regard to the reforms focused on the Organization's management and peace and security architecture, his delegation believed that measures including the reorganization of existing departments, delegation of authority and streamlining of functions would be valuable in improving the contribution of the Organization to the welfare of humanity. As it had stated previously, his delegation trusted that the reforms would uphold the intergovernmental nature of the Organization and the legislative role of the General Assembly, and that, as the Secretary-General had indicated, reforms would not lead to jobs being lost.

92. With regard to the consolidation of administrative services into shared entities, his delegation had noted the Committee's request for a new proposal to be brought before it, after consultation with the Member States, in time for the first part of the resumed seventy-third session. It regarded that consolidation as complementary to the other reforms, wished the Secretary-General success in his endeavour, and hoped that all efforts would be made to expedite the new proposal. He reiterated the support of Kenya for the reform process, and indicated that, should Nairobi be selected to host one of the global shared-services centres, the Government of Kenya would work with the Organization to ensure that the centre was established and brought into operation in a smooth manner.

93. **Ms. Andrianantoandro** (Madagascar) said that her delegation particularly welcomed the adoption of a draft resolution including the issue of the global service delivery model, and, in connection with Committee's request for a new proposal in time for the first resumed part of the seventy-third session, wished to recall that 65 per cent of United Nations personnel worked in French-speaking environments, a fact to which the Advisory Committee had drawn attention in its related report (A/72/7/Add.50). Her delegation also wished to emphasize that, as the aim of the proposed shared-service centres was to improve administrative support, enabling the Organization to better discharge its mandated tasks, three of its largest peacekeeping operations — the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), and MINUSMA — were in French-speaking countries. With the beneficiaries — the countries in which the peacekeeping troops were deployed — and the pursuit of excellence in mind, it was both vital and logical that the new centres should respond to needs on the ground by meeting the demand for services in French. Her delegation therefore called on the Secretary-General to give a high priority to language proficiency as a consideration in determining host-country locations, and to site at least one of the centres in a French-speaking country.

94. **Ms. Nalwanga** (Uganda) said that her delegation welcomed the adoption by consensus of the peacekeeping budget, and hoped that that practice would continue. However, it trusted that the budget reductions seen in previous sessions would remain the exception rather than the rule. It also welcomed the agreement on the budget allocations for the International Residual Mechanism for Criminal Tribunals, the United Nations Logistics Base at Brindisi, the Regional Service Centre in Entebbe and the support account for peacekeeping operations.

95. While the discussion of the Secretary-General's reform proposals had resulted in an extension of the session and a heavier-than-usual programme of work, it had been important to take up the matter, as it was likely to have significant effects on the operation of the Organization. The restructuring of the Secretariat, the establishment of new departments and the creation of four regional divisions for Africa would not only improve its functioning, they would improve service delivery to field operations and increase accountability. Her delegation noted the intention to increase the role of regional hubs in procurement, and hoped that the delivery of services to peacekeeping missions would improve as a result. It had also noted the proposed reorganization of procurement, logistics and information and communications technology services, and looked forward to further information from the Secretariat regarding the reorganization of human resources management.

96. Recalling that the proposal for the global service delivery model had resulted in a request to the Secretary-General for a new proposal, she hoped that, as the Secretary-General continued to consider the matter, full account would be taken of the observations and recommendations of the Advisory Committee and of the views of the Member States. She also trusted that the new proposal would contain a cost-benefit realization plan, that it would consider the service centres that already existed and already supplied services to the Secretariat, and that the decisions in that regard would not be rushed. In order to avoid the situation that had occurred at the current session, with apparent changes of view on potential locations, there should be careful consideration and consultation. Her delegation recommended the establishment of a service centre for peacekeeping operations that was separate from any service centre for operations away from Headquarters and regional commissions, with the possibility of placing client service desks in a third location. Her delegation acknowledged the recommendation of the Advisory Committee regarding the provision of services in French, and wished to point out that such services were location-independent, and could be accommodated. In any location selected, it was important to recruit more staff with the ability to serve the needs of French-speaking clients.

97. **Mr. Oussihamou** (Morocco) said that his delegation welcomed the adoption of a peacekeeping budget adequate for the peacekeeping missions and of the proposed reforms of the management and peace and security architecture of the Organization. He wished to reiterate his delegation's support for the Secretary-General's proposals, which would help the Organization improve its operation and the fulfilment of its mandates.

98. **Ms. Beagle** (Under-Secretary-General for Management) said that she wished to congratulate the Committee on its efforts during the current session, which had seen it add to its already heavy agenda the expediting of the Secretary-General's reform agenda for the management and peace and security architecture of the Organization. The Committee had considered reports totalling some 3,000 pages, and the Secretariat had endeavoured to help deliberations by providing some 1,500 pages of additional information, as well as nearly 2,000 pages of written responses to questions. She wished to extend particular thanks to the Committee on behalf of the Headquarters staff who provided support for peacekeeping missions for providing the funding needed by the staff on the ground who fulfilled the essential mandates relating to the maintenance of international peace and security.

99. The proposed management reform represented a fundamental paradigm shift, with the creation of a new business model that would enable a transformation of the Organization and of its impact on the people it served. She thanked the Committee for its decisions and guidance in areas including human resources management and the global service delivery model. As many delegations had pointed out, management reform was not an event, but a process, and not an end in itself, but rather an endeavour which underpinned the reform of the Organization's peace and security architecture and development system. Together, those reforms would reposition the United Nations to deliver its mandates more effectively, particularly in connection with the 2030 Agenda for Sustainable Development. The Secretariat would now embark on the change-management efforts needed to implement the Committee's decisions, and on producing the reports it had requested for its next session. The Secretariat was committed to building trust with the Committee through formal and informal consultations, in order to carry the reforms forward, in the best interests of the Organization.

100. **The Chair** said that he wished to add his thanks to the members of the Fifth Committee, including the coordinators of informal consultations, to the Secretariat, to the Advisory Committee and to all other participants for their immense effort throughout the seventy-second session, and for the spirit of compromise that had led to a record number of reports being considered and consensus-based decisions being made.

The meeting rose at 6.30 p.m.